

Change in Employee Compensation and Benefits Report

FY 2024

Idaho Division of Human Resources

Submitted by: *Lori Wolff, Administrator*



Idaho Capitol Building

Photo from Adobe



TABLE OF CONTENTS

| | |
|---|----|
| EXECUTIVE SUMMARY | 6 |
| PURPOSE OF REPORT | 9 |
| State Employee Compensation Philosophy – Idaho Code §67-5309A..... | 9 |
| State Job Evaluations | 10 |
| Compensation Plan | 10 |
| Compensation Structure..... | 10 |
| Performance Management | 12 |
| State Specific Occupational Inequity - Payline Exception Review | 13 |
| TOTAL COMPENSATION | 13 |
| Office of Group Insurance | 13 |
| Public Employee Retirement System of Idaho | 16 |
| Annual Salary Surveys..... | 19 |
| Milliman State of Idaho Custom Compensation Survey..... | 19 |
| Korn Ferry Total Compensation Report | 22 |
| Classification and Compensation Study | 24 |
| EQUAL PAY | 26 |
| WORKFORCE DEMOGRAPHICS | 27 |
| Workforce by Age..... | 27 |
| Workforce by Gender | 27 |
| Workforce by Race | 28 |
| Workforce by Veteran Status..... | 28 |
| Workforce Turnover | 28 |
| Retirement Projections..... | 31 |
| State Recruitment..... | 31 |
| New Hires | 33 |
| DHR INITIATIVES..... | 34 |

| | |
|---|-----|
| Human Resources Modernization..... | 34 |
| Luma | 35 |
| Employee Complaint Line | 35 |
| Health and Safety Initiatives..... | 36 |
| Employee Training and Development | 37 |
| Recruitment and Retention | 39 |
| Employee Engagement | 40 |
| DHR RECOMMENDATIONS FOR FY 2024..... | 41 |
| DHR RECOMMENDATIONS FOR FY 2025..... | 42 |
| AGENCY SALARY SAVINGS INFORMATION..... | 43 |
| Senate Bill 1051 – Amended Section 67-5309C..... | 44 |
| Appendix A – Glossary..... | 46 |
| Appendix B – Korn Ferry Total Compensation Report..... | 47 |
| Appendix C – Milliman State of Idaho Custom Compensation Survey | 89 |
| Appendix D – Korn Ferry Classification Review and Salary Structure Report..... | 125 |
| Appendix E – §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code | 141 |
| Appendix F – §59-1603 Conformity With Classified Positions, Idaho Code..... | 143 |
| Appendix G – FY 2023 Compensation Schedule | 148 |
| Appendix H – §67-5309B Idaho Compensation Plan, Idaho Code | 149 |
| Appendix I – Five Year Synopsis of State CEC Increases FY 2019-2023 | 151 |
| Appendix J – Average Compa-Ratio by Classification | 154 |
| Appendix K – Payline Exception, Specific Occupational Inequities..... | 156 |
| Appendix L – Sample State Employee Total Compensation Breakdown | 157 |
| Appendix M – §59-1322 Employer Contributions-Amounts-Rates-Amortization, Idaho Code | 158 |
| Appendix N – Classified and Non-Classified Agency List | 160 |
| Appendix O – §67-5303 Application to State Employees, Idaho Code..... | 161 |
| Appendix P – Workforce Demographics by County | 164 |

| | |
|---|-----|
| Appendix Q – Classified Total Separations by Agency FY 2018-2022 | 165 |
| Appendix R – Classified Voluntary Separations by Agency FY 2018-2022..... | 169 |
| Appendix S – Classified Involuntary Separations by Agency FY 2018-2022..... | 173 |
| Appendix T – Classified Retirement Turnover by Agency FY 2018-2022 | 177 |
| Appendix U – Classified Turnover by Separation Code..... | 181 |
| Appendix V – Classified Average Pay Rate & Turnover by Pay Grade..... | 182 |
| Appendix W – Vacancy Rate by Agency FY 2022 | 183 |
| Appendix X – Total Retirement Forecast by Agency Calendar Years 2022-2052 | 188 |
| Appendix Y – Average Time to Hire by Agency | 192 |
| Appendix Z – Jobs Assigned to Public Safety Salary Structure | 195 |
| Appendix AA – Jobs Assigned to Nursing/Healthcare Salary Structure | 196 |
| Appendix AB – Jobs Assigned to IT & Engineering Salary Structure | 197 |

EXECUTIVE SUMMARY

The State of Idaho employs more Idahoans than any other employer in Idaho, both private and public sector. Just under 25,000 Idahoans are employed in State of Idaho jobs ranging from public education provided by teachers and coaches; public safety supported by state troopers and correctional officers; transportation services provided by snowplow drivers and technicians; social services provided by nurses and social workers; and recreational opportunities provided by park rangers and equipment operators; along with numerous other positions. Hiring and retaining talented and competent employees must remain amongst our top priorities if we are to be considered a leading choice for job seekers in Idaho.

Market Update: Many people find Idaho a great place to live. Idaho has seen the highest population growth in the nation at 2.9%, second to Utah at 1.7%. Idaho's robust labor market recovered far ahead of most states from the job losses seen during the COVID-19 pandemic in 2020. Idaho has one of the lowest unemployment rates in the country, still holding under 3% as of October 2022. Along with low unemployment, Idaho continues to add jobs to the labor market, with a short-term projection of another 34,000 new jobs expected through 2023 for an anticipated 2% growth rate in Idaho jobs next year. This is great news for Idaho but also adds pressure for the State of Idaho to remain competitive in the job market as unemployment remains low, and the State must compete for talent and skill amongst an economy where inflation continues to hover close to 8%, and wages are growing faster than we have seen in decades.

Impact of FY 2023 CEC: In FY 2023, the Idaho Legislature awarded the highest Change in Employee Compensation in Idaho's history, with average employee wages by job up over 8% overall, while individuals making under \$20 per hour had an increase in wages of about 16% last year. Governor Little and the Legislature fully funded an upward 3% salary structure move, allocated \$1.25 per hour for merit-based increases, approved current payline exceptions for FY 2023, and maintained the State's employee benefits package funding.

State employees reported gratitude for the focus the Governor and Idaho Legislators placed on responding to inflation and helping mitigate the challenges of increased costs from the gas pumps to the grocery aisles for every Idahoan. Unfortunately, even this large increase did not keep pace with other market increases in both the public and private sector. Based on the results of total compensation surveys included in this report, public sector jobs increased on average 13% overall and private sector jobs increased 10-12% overall. Even with a 3% increase to the market midpoint of the State's salary structure, our market rates lost competitiveness against a quickly moving market.

The impacts of a market lag when determining pay and salary structures results in lower retention and difficulty filling vacant positions. The State's turnover rate increased from 19% in FY 2021 to 22% in FY 2022. In state employment alone, Idaho has seen over 1,700 separations in classified positions in the last year, leaving more than 2,500 jobs unfilled. So far in 2022, the State has posted over 4,200 jobs and received over 47,000 applications. Although that appears to be a high number of applications, it is a 53% decrease from 72,000 applications received in 2019. In 2019, Idaho averaged about 28 applications per job posting.

This year, the State has averaged about 11 applications per job posting, with some jobs having to be reposted several times to get any applicants.

The Governor and the Legislature have worked hard to keep state jobs competitive across private and public sector competitors. However, between high rates of inflation and all markets responding aggressively to market competitiveness, State of Idaho jobs are 15% below the private sector market and 9% below the public sector market for total compensation competitiveness.¹ Despite the aggressive increases approved last year, State of Idaho jobs are lagging 3% more in competitive wages and benefits than last year's studies. Based on the State's local survey,² public sector competitors are projecting an average of a 5% increase to both base pay budgets and salary structures in 2023.

Compensation Study and Recommendations: On a positive note, we are not left without answers or strategies. The Idaho Legislature invested \$1 million dollars in July of 2022 to conduct a full classification and compensation analysis to bring recommendations to address pay and salary structures for FY 2024. The compensation portion of the study³ recommends the State make considerable adjustments to the current salary structure to address compression in pay grades and move closer to market norms. The study also recommends that the State implement functional salary structures for three main job areas, including Public Safety, Nursing (Healthcare), and IT and Engineering jobs to better align with the current market and improve competitiveness when hiring and retaining these professionals. The new salary structure proposal targets the 25th percentile of the general job market and assumes a 10% discount for the Boise cost-of-labor to account for comparisons in other states.

The recommendations from the compensation analysis include the following average increases to the salary structure as compared to current midpoints. Each salary structure will range from 75% of midpoint as a minimum salary to 150% of midpoint as a maximum salary for each paygrade within each structure.

Core Salary Structure:⁴ Recommends an average increase of 8.5% to current midpoints (actual increase varies by pay grade).

Public Safety Salary Structure:⁵ Recommends an average increase of 10% to current midpoints (actual increase varies by pay grade).

IT and Engineering Salary Structure:⁶ Recommends an average increase of 14% to current midpoints (actual increase varies by pay grade).

Nursing/Healthcare Salary Structure:⁷ Recommends an average increase of 14% to current midpoints (actual increase varies by pay grade).

¹ Korn Ferry Total Compensation Report, Appendix B.

² Milliman State of Idaho Custom Compensation Survey, Appendix C.

³ Korn Ferry Classification Review and Salary Structure Report, Appendix D.

⁴ Korn Ferry Classification Review and Salary Structure Report, see slide #7 of Appendix D.

⁵ Korn Ferry Classification Review and Salary Structure Report, see slide #9 of Appendix D.

⁶ Korn Ferry Classification Review and Salary Structure Report, see slide #11 of Appendix D.

The findings of this study are used to inform the CEC recommendations for FY 2024 and FY 2025.

FY 2024 CEC Recommendation: Due to funding limitations, the Division of Human Resources (“DHR”) is recommending a two-year strategy to adopt the salary structure recommendations. For FY 2024, DHR recommends the following: 1) fund a 4% merit-based increase for all permanent positions to recognize and reward state employees in the performance of public service to the citizens of Idaho; 2) Fund a 6% equity adjustment (in addition to the recommended merit) for public safety positions assigned to the new Public Safety Salary Structure being implemented by DHR in 2023; 3) Fund the cost to move employees falling below their new pay grade minimum for positions assigned to the Core Salary Structure being implemented by DHR in 2023. (An additional 4.5% merit-based increase is included in the FY 2025 recommendations below to finalize the Core Salary Structure changes.); 4) Fund the cost to move employees falling below their new pay grade minimum for positions assigned to the Nursing/Healthcare Salary Structure being implemented by DHR in 2023. (An additional 4.5% merit-based increase and 5.5% equity adjustment is included in the FY 2025 recommendations below to finalize the Nursing/Healthcare Salary Structure changes.); 5) Fund the cost to move employees falling below their new pay grade minimum for positions assigned to the IT and Engineering Salary Structure being implemented by DHR in 2023. (An additional 4.5% merit-based increase and 5.5% equity adjustment is included in the FY 2025 recommendations below to finalize the IT and Engineering Salary Structure changes.)

FY 2025 CEC Recommendation: For FY 2025, DHR recommends the following: 1) Fund a 4.5% merit-based increase for all permanent positions to recognize and reward state employees in the performance of public service to the citizens of Idaho (and to finalize changes to the Core Salary Structure); 2) Fund a 5.5% equity adjustment (in addition to the recommended merit above) for nursing/healthcare positions assigned to the new Nursing/Healthcare Salary Structure being implemented by DHR in 2023; 3) Fund a 5.5% equity adjustment (in addition to the recommended merit above) for IT and engineering positions assigned to the new IT and Engineering Salary Structure being implemented by DHR in 2023.

DHR recognizes that pay is not the only tool that will attract and retain talent. Along with an attractive benefit and retirement package, the State must pursue other strategies that will motivate a new generation of workers to choose state jobs as their career. In this report you will see aggressive initiatives that will begin to change the culture of state employment by not only looking at what we pay but also begin to change the way we work. Several studies have found that pay is not the top motivating factor for job satisfaction. DHR is committed to engaging with state employees to understand their concerns on improvements needed in how state agencies operate related to management decisions, available technology, and communication strategies to promote the State of Idaho as one of the best places to work.

⁷ Korn Ferry Classification Review and Salary Structure Report, see slide #13 of Appendix D.

PURPOSE OF REPORT

DHR conducts annual surveys and reports to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration.⁸ The CEC report provides recommendations to the salary structure, specific occupational inequities, merit increases, and employee benefit packages.

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

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

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

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

- (a) The state's overall compensation system, which includes both a salary and a benefit component, when taken as a whole, shall be competitive with relevant labor market averages.
- (b) Advancement in pay shall be based on job performance and market changes.
- (c) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the Division of Human Resources.
- (d) All employees below the state's market average in a salary range who are meeting expectations in the performance of their jobs shall move through the pay range toward the market average.

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

⁸ §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

Idaho Code §59-1603 requires non-classified employees to be paid a salary comparable to classified positions with similar duties, responsibilities, training, experience, and other qualifications.⁹ See Appendix F for Idaho Code §59-1603 in its entirety.

State Job Evaluations

The job evaluation process is a necessary component for objective salary survey participation and analysis. Job evaluation review is a systematic way of determining a job classification's value in relation to other jobs in the organization. In job evaluation, the value of a job is calculated whereas in performance evaluation, the merit of an employee is rated. The process objectively and accurately defines the duties, responsibilities, tasks, and authority levels of a job. This approach aligns the functions of a job into the appropriate job classification and the related pay grade within the State's compensation structure and is comparable to other organizations participating in salary surveys. When DHR participates in salary surveys, the job comparisons are based on job classifications that have a consistent set of responsibilities from one organization to another. These jobs are referred to as "benchmark" jobs. A benchmark job compares salaries and benefits to the same or very similar job classification in other organizations to obtain the best data. It is critical the job evaluation methodology applied is consistent and accepted nationally.

Compensation Plan

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

Compensation Structure

Midpoint Market Average and Compa-Ratio

The State of Idaho's compensation structure establishes salary ranges for all job classifications comparable to public and private employers. Idaho's salary structure consists of 19 pay grades with minimum, policy, and maximum rates.¹⁰ The breadth of each pay grade allows for variations in compensation due to market factors, experience, performance, job complexity, and compensation plans within state agencies.

⁹ §59-1603 Conformity With Classified Positions, Idaho Code, Appendix F.

¹⁰ FY 2023 Compensation Schedule, Appendix G.

The policy rate¹¹ within each pay grade is intended to represent the “midpoint market average”.¹² Idaho’s 2022 total compensation analysis demonstrates the current policy rates are 8.1% below the public sector and 24.6% below the private sector market averages. Annual CEC changes are intended to move the policy rate closer to market averages and ensure the State’s compensation plan remains competitive. While the State’s average wage by job increased by 8% overall, both public and private sector market movements were higher, with public sector moving an average of 13%, and private sector moving about 10-12%.

The policy rate is used to determine an employee’s compa-ratio.¹³ The State uses the compa-ratio percentage as a standard measurement within agency compensation plans. Currently, the Legislature funds new full-time positions at 80% of the policy rate (intended to represent the “midpoint market average” pursuant to §67-5309B Idaho Compensation Plan, Idaho Code) which is equivalent to 80% compa-ratio (the employee’s hourly rate divided by their pay grade’s policy rate). For example, the policy rate is \$23.08 in pay grade I, so the new position would be funded at \$18.46.

Idaho Code provides the Administrator the authority to establish, or revise pay grades based on market data and market equity. DHR increased the maximum rate of all pay grades to 150% of the current policy rate effective June 12, 2022. This change allows flexibility for agencies to recruit and retain hard to fill job classifications and allow the State more flexibility with compensation plans with current market challenges.

This change had no fiscal impact to agencies. Based on the FY 2023 CEC appropriation, agencies were appropriated funds for all individuals to receive the CEC for FY 2023. If there were individuals at the maximum of their current pay grade and unable to receive a change in their compensation due to their position on the pay scale, they may be eligible for CEC with the new pay grade adjustments for FY 2023. This adjustment was made to ensure the FY 2023 CEC could be fully implemented.

When salary structure moves are implemented during an annual CEC, the result is intended to move the policy rate closer to market rate averages. Most years, DHR has only recommended that funding be appropriated for those who fall below the new minimum when a pay structure move is implemented.¹⁴ However, DHR’s FY 2023 recommendation was to fully fund a salary structure move, with all employees moving with the salary structure adjustment to ensure that not only the pay structure but also employee pay is closer to market averages. This recommendation was funded and fully implemented.

As a result of the FY 2023 CEC implementation, the classified statewide average compa-ratio increased to 92.5%, with a classified average hourly pay rate of \$27.02.

¹¹ “Policy pay rate” is the salary relative to the external labor market (public and private sector) as determined by salary surveys of benchmark jobs. See Glossary, Appendix A.

¹² §67-5309B Idaho Compensation Plan, Idaho Code, Appendix H.

¹³ “Compa-ratio” is the relationship between an employee’s salary and the policy pay rate of the job. See Glossary, Appendix A.

¹⁴ Five Year Synopsis of State CEC Increases FY 2019-2023, Appendix I.

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

| Fiscal Year | Classified Employee Count | Average Pay Rate | Average Annual Salary | Average Compa-Ratio |
|-------------|---------------------------|------------------|-----------------------|---------------------|
| 2022 | 12,500 | \$27.02 | \$56,202 | 92.5% |
| 2021 | 12,753 | \$24.86 | \$51,709 | 88.8% |
| 2020 | 13,004 | \$23.53 | \$48,942 | 86.3% |
| 2019 | 13,070 | \$23.44 | \$48,755 | 88.9% |
| 2018 | 12,931 | \$22.73 | \$47,278 | 88.9% |

See Appendix J for classifications with an average compa-ratio of 85% or less (single-incumbent classes excluded).¹⁵

Performance Management

The State of Idaho Compensation Philosophy¹⁶ calls for performance-based increases and adjustments based on market changes. To better evaluate merit-based performance, DHR provides statewide performance management training for supervisors as a component of the DHR Supervisory Academy.

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

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

¹⁵ Average Compa-Ratio by Classification, Appendix J.

¹⁶§67-5309A State Employee Compensation Philosophy, Idaho Code (See page 9 of this report where this statute is quoted in its entirety).

State Specific Occupational Inequity - Payline Exception Review

The payline exception report identifies classifications requested by state agencies and approved by the DHR Administrator for temporary assignment to a higher pay grade. These classifications have been identified as hard to fill and hard to retain due to market salary deficits. Ensuring the State's job evaluation process is followed, DHR assists agencies in the analysis of hard to fill, hard to retain classifications which promotes a consistent statewide approach. The positions on payline exception are reviewed annually by DHR.¹⁷

Due to significant recruitment and retention challenges, Custodian was added to payline in the spring of 2022. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary when continuing classifications on payline exception.

DHR will be reviewing all payline exceptions in 2023 after full analysis of the recommendations from the Classification and Compensation Study. The purpose of this comprehensive study is to accomplish job classification realignment (including better defined job families/career paths). DHR anticipates the implementation of the recommendations from the classification portion of the study will eliminate most payline exceptions moving forward. These changes will be included in next year's report.

TOTAL COMPENSATION

Total compensation includes all forms of compensation and benefits. Cash compensation includes base salary, while benefits include medical, paid time off (vacation, sick, parental leave, and holidays), retirement, social security, life insurance, workers' compensation insurance, and unemployment insurance. Since the benefit costs are based on the annual salary of an employee, the variable costs (all benefits excluding health insurance) will increase as the employee's salary increases.¹⁸ On average, the State contributes more than 40% of an employee's annual salary toward benefit plans. For example, an employee earning the State average wage of \$27.02 an hour has a total compensation of \$38.62 an hour.¹⁹

Office of Group Insurance

Benefits, along with pay and retirement, are important components of employee total compensation. The State of Idaho offers a competitive benefits package for employees of state agencies, political subdivisions, school districts, universities, and colleges including: medical and dental insurance with the ability to have premiums deducted on a pre-tax basis, vision benefit, Employee Assistance Program ("EAP"), life and disability coverage, and Flexible Spending Accounts ("FSA").

¹⁷ Payline Exception, Specific Occupational Inequities, Appendix K.

¹⁸ A Total Compensation analysis is provided for each employee by login through the State Controller Office's website at www.sco.idaho.gov. This report itemizes the "real-time" amount the State pays for each employee's cash compensation and benefits.

¹⁹ Sample State Employee Total Compensation Breakdown, Appendix L.

These services are managed by the Department of Administration’s Office of Group Insurance (“OGI”). Below is a table for comparison of out-of-pocket costs for state employees to participate in the health insurance plan offered to full-time employees as compared to employees at Ada County or Boise City. The purpose of the comparison is to show employee costs for similar health plans.

| Medical Plan Employee Total Cost Comparison | | | | | | | | | |
|---|----------------|-----------------|------------------|------------------|-------------------|----------|-----------|----------------|-------------------|
| PPO Employee Cost per Year | | | | | | | | | |
| Individual Plans | Annual Premium | Deductible (IN) | Deductible (OUT) | Cost Share (IN)* | Cost Share (OUT)* | OOP (IN) | OOP (OUT) | Max Total (IN) | Max Total (OUT)** |
| State of Idaho | \$780 | \$350 | \$600 | 15% | 30% | \$3,250 | \$6,500 | \$4,030 | \$7,280 |
| Ada County | \$480 | \$350 | \$700 | 25% | 40% | \$3,500 | \$7,000 | \$4,330 | \$7,480 |
| Boise City | \$600 | \$350 | \$350 | 20% | 40% | \$2,500 | \$5,000 | \$3,100 | \$5,600 |
| BF&PT (PPO) | \$728 | \$200 | \$200 | 20% | 40% | \$1,200 | \$1,200 | \$1,928 | \$1,928 |
| BF&PT (Preferred PPO) | \$728 | \$0 | \$500 | 0% | 40% | \$1,500 | \$1,500 | \$2,228 | \$2,228 |
| BF&PT (Engage PPO) | \$3,750 | \$200 | \$200 | 20% | 20% | \$1,200 | \$1,200 | \$4,950 | \$4,950 |
| Family Plans | | | | | | | | | |
| State of Idaho | \$3,432 | \$950 | \$1,700 | 15% | 30% | \$6,750 | \$13,500 | \$10,182 | \$16,932 |
| Ada County | \$2,940 | \$700 | \$1,400 | 25% | 40% | \$7,000 | \$14,000 | \$9,940 | \$16,940 |
| Boise City | \$1,800 | \$700 | \$700 | 20% | 40% | \$5,000 | \$5,000 | \$6,800 | \$27,200 |
| BF&PT (PPO) | \$1,455 | \$400 | \$400 | 20% | 40% | \$1,400 | \$1,400 | \$2,855 | \$11,421 |
| BF&PT (Preferred PPO) | \$1,455 | \$0 | \$500 per | 0% | 40% | \$1,500 | \$1,400 | \$2,955 | \$11,421 |
| BF&PT (Engage PPO) | \$4,453 | \$400 | \$400 | 20% | 20% | \$1,400 | \$1,400 | \$5,853 | \$23,412 |

Premium + Out of Pocket = Maximum Total Employee Cost

**Percentages represent the most common cost share after deductible*

***OOP includes the deductible, coinsurance, and copayments*

****Assumes a family of 4*

The State’s medical plan includes disease management programs, mail-order pharmacy, prenatal programs, nicotine/tobacco cessation program, telehealth, preventive services covered at 100%, cost transparency tools, 24/7 nurse advice line, and more to give employees the resources they need to live healthy lives and the tools to find the best care for the best value. The average age of a benefits eligible employee is 46 years old.

Medical insurance is the most significant dollar value program from the OGI with a FY 2023 projected state/employer cost of approximately \$344 million dollars covering roughly 24,100 employees and their 33,700 spouses and dependent children as well as 800 retirees and their 200 dependents. Premiums for the active employee medical and dental insurance are shared by the employer and employee. The employee’s share of medical premiums is based on the plan type and number of eligible family members they enroll for coverage.

At enrollment, employees have three medical plan options: Blue Cross of Idaho Preferred Provider Organization (“PPO”), Traditional, or High Deductible plans. Each medical plan provides the same coverage and vision benefit with differing levels of out-of-pocket expenses and premium contribution rates. Most employees have enrolled in the PPO plan.

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

All benefit-eligible employees and their eligible dependents have access to the EAP that provides up to five (5) visits per person per plan year of confidential, short-term counseling with no copayment required. Lastly, FSAs are available to any employee. An FSA is a tax-advantaged benefit that allows employees to pay for eligible Health Care (“HCFSA”) or Day Care (“DCFSA”) expenses with pre-tax dollars. Employees are not required to be enrolled in any other health benefit plan to participate in flexible spending.

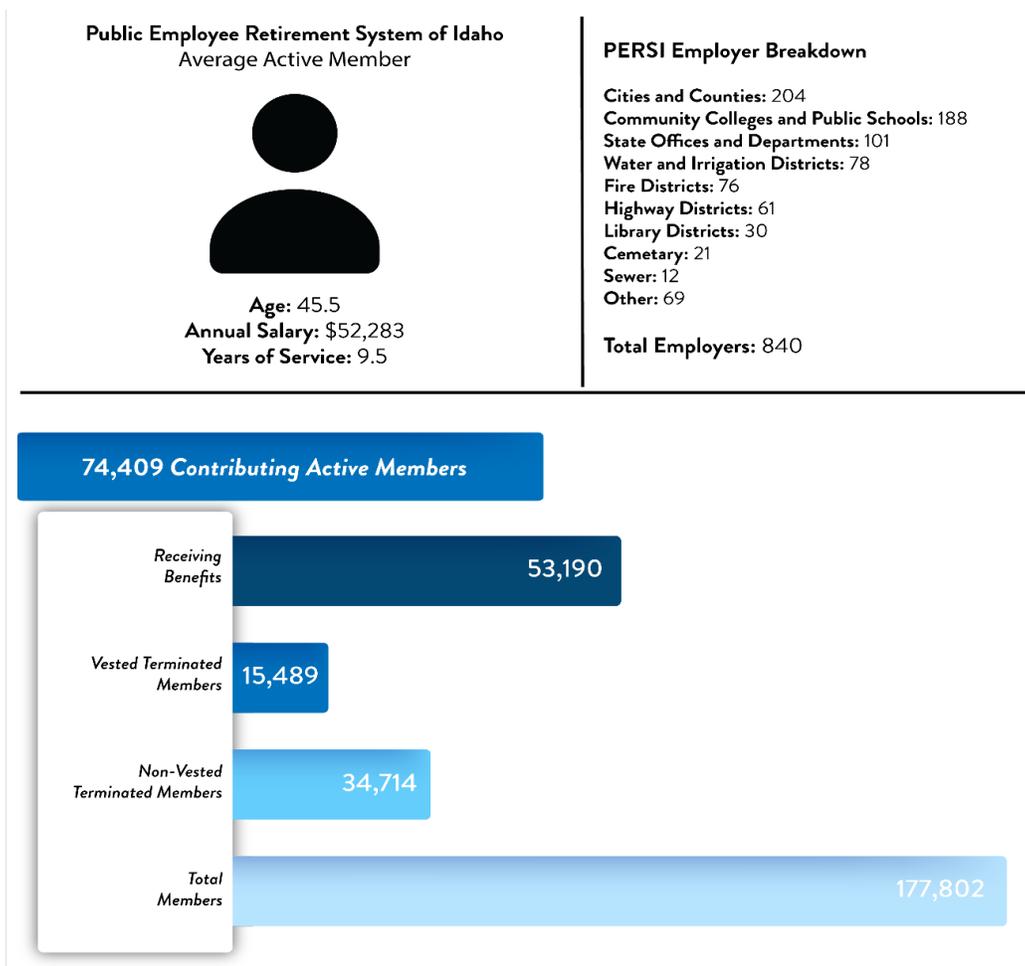
In FY 2022, twenty-six school districts from across the State of Idaho joined the medical and dental plans. Of those schools, six schools also joined the State’s Flexible Spending Accounts (FSA) program. School participation in the medical plan increased the overall enrollment by roughly 4,900 employees and 6,000 dependent children and spouses. The Office of Group Insurance expects more schools to join the plan in FY 2023, approximately September 2022, but that number or participant increase is yet to be determined.

The State’s health plan complied with all federal regulations to cover the diagnosis and testing of COVID-19 at no cost to the member. Treatment and pharmacy costs related to COVID-19 were also covered by the plan at the member’s typical cost sharing for the plan in which they are enrolled. Additionally, telehealth copays for MDLive services were permanently waived for enrolled members to encourage members to engage with that platform for non-emergent care.

OGI was approved to receive up to \$25 million of federal SLFRF funding in FY 2022 to offset the unreimbursed medical costs directly related to the diagnosis, testing and treatment of COVID-19. Overall, the State’s health plan is experiencing a return to normal plan utilization for surgeries, preventive visits, and other medical services. Plan costs related to the diagnosis and treatment of COVID-19 have, and are continuing to have, a financial impact to the plan.

Public Employee Retirement System of Idaho

State employees’ retirement benefit or pension plan is managed by PERSI. In 1963, PERSI was created by the Idaho Legislature with funding effective July 1, 1965. Since then, PERSI has provided a Defined Benefit (DB) plan²⁰ designed to provide secure, long-term retirement benefits for career public service employees. PERSI funds are separate from all public monies or funds of the State. Funding comes from three sources: contributions from employees, employers, and investment income. As of June 30, 2022, there were 840 contributing employers and a total of 177,802 members. Additional information is illustrated in the following graphic:



²⁰ Defined Benefit Plan is a type of pension plan in which an employer/sponsor promises a specified monthly benefit on retirement that is predetermined by a formula based on the employee’s earnings history, and tenure of service and age, rather than depending directly on individual investment returns.

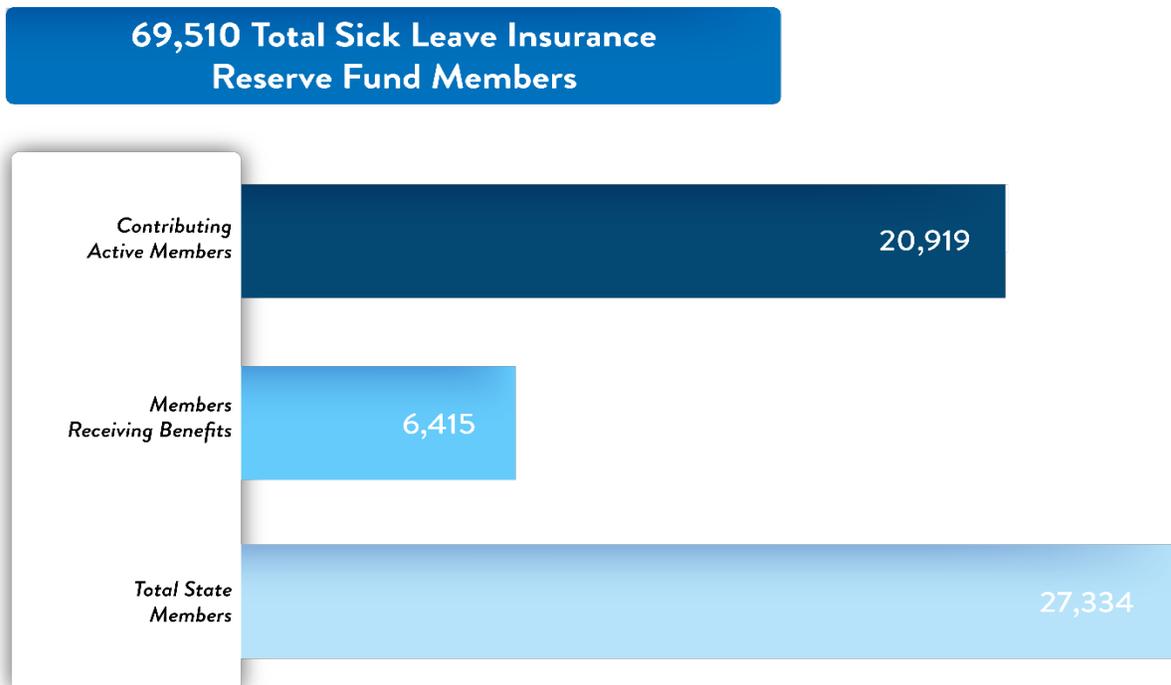
In addition to the Base Plan, PERSI manages and separately accounts for the Choice 401(k) Plan, the Firefighters’ Retirement Fund, the Judges’ Retirement Fund, and the Sick Leave Insurance Reserve Fund. The Sick Leave Insurance Retirement Fund is classified as a trust fund and is made up of two trust funds administered by PERSI – a trust for payment of school district employee benefits and a trust for payment of state employee benefits. The assets of the two trusts are commingled for investment purposes.

The fund exists for the payment of unused sick leave benefits in the form of insurance premiums for state and school district employees who separate from service by reason of retirement. The monetary value of one-half of the unused sick leave is transferred from the sick leave account to the member’s retirement account (the entitlement balance). The monetary value of the unused sick leave is based upon the rate of pay of the employee at the time of retirement.

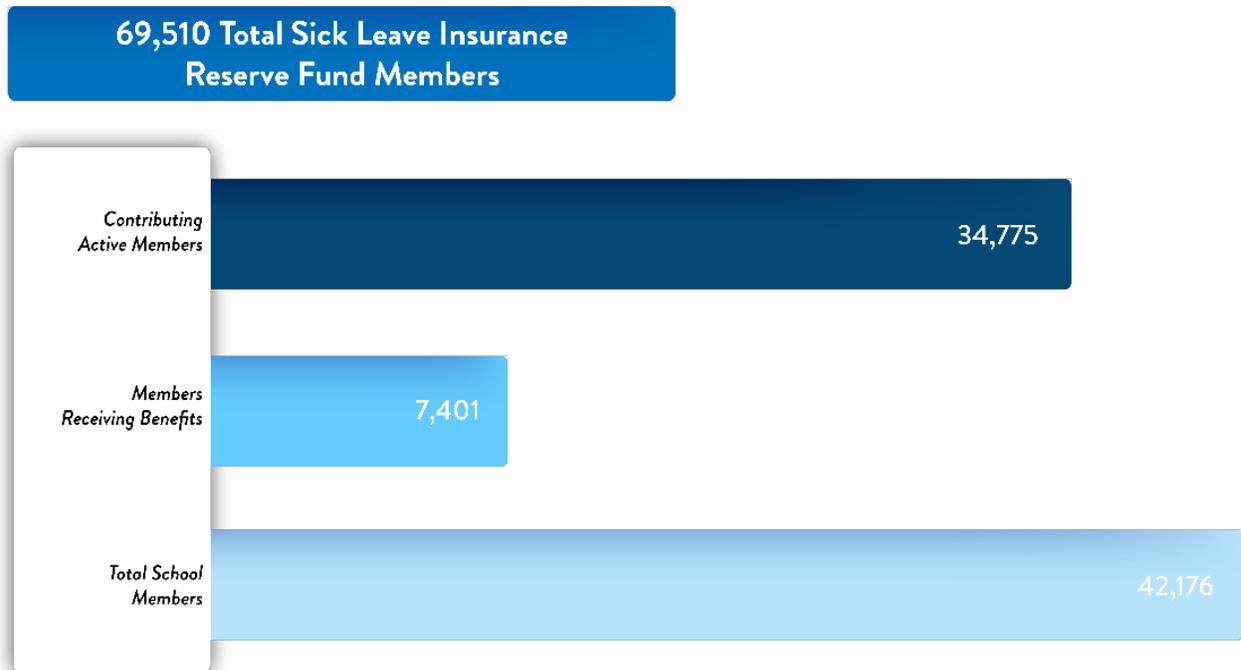
Effective July 1, 2001, the maximum amount transferred shall be limited for state covered members only, based on the number of hours of credited state service as follows:

| Years of State Service | Maximum Unused Sick Leave |
|------------------------|---------------------------|
| Less than 5 Years | 420 Hours |
| 5-10 | 480 Hours |
| 10-15 | 540 Hours |
| 15 or more | 600 Hours |

The State Employee System’s membership demographics are included in the following graphic:



The School District Employee System’s membership demographics are included in the following graphic:



PERSI is directed by a five-member Retirement Board appointed by the Governor for staggered five-year terms. The Board is responsible for overseeing the fund’s investment activities and administrative activities (including approving PERSI’s annual budget), ensuring overall funds stability, setting contribution rates, determining annual cost of living adjustments for retirees, and approving proposed legislation.

At the October 2022 Board meeting, the Board reviewed and approved the annual actuarial valuation of the system for FY 2022 (ended June 30, 2022).

The fund was valued at \$19.9 billion, had an amortization period over twenty-five (25)-years, and a funding ratio of 82.6%. The funding ratio is the present value of the projected benefits earned by employees.

Since the amortization period is over the 25-year maximum permitted under Idaho Code §59-1322 Employer Contributions–Amounts–Rates–Amortization,²¹ the Board must propose a contribution rate increase to bring the amortization period back to 25 years or less. The earliest any proposed rate increase would become effective is FY 2025.

During FY 2022, contribution rates for PERSI general members was 7.16% and 11.94% for employers. Public safety members’ contribution rate was 9.13% and 12.28% for employers.

²¹ §59-1322 Employer Contributions–Amounts– Rates –Amortization, Idaho Code, Appendix M.

A new class for school district employees was approved during the 2022 legislative session. This new class became effective July 1, 2022, FY 2023. Beginning in FY 2024, the school district employee class will have their own specific contribution rates separate from general members and public safety.

PERSI paid out over \$1 billion in benefits to Idaho retirees in FY 2022. As a result, over \$83 million went back into Idaho's economy each month.

The Base Plan continues to be a significant recruiting and retaining tool for employers, and an important component to public employees' total compensation.

Annual Salary Surveys

DHR participates in several annual salary surveys. These salary surveys provide the opportunity to compare the State's salary structure and actual salaries with comparator markets to assess the State's competitive position within relevant labor markets. Job classifications are reviewed and compared to benchmark jobs to determine how the similar jobs are represented through comparative analyses. Survey data is shared among participants to better ensure objectivity and consistency.

The State of Idaho participates in the following surveys for this report: Western Management Group, Milliman Inc. ("Milliman") Northwest Healthcare, Milliman Northwest Management and Professional, Milliman Northwest Technology, Milliman Northwest Engineering/Scientific/Project Management, Milliman Custom, and the National Compensation Association of State Governments ("NCASG"). The goal is for surveys to be administered by objective and experienced third parties to normalize questions regarding their conclusiveness.

Milliman State of Idaho Custom Compensation Survey

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

In 2022, DHR partnered with Milliman for a sixth consecutive year to conduct the custom survey to further provide a local perspective on the competitiveness of the State's cash compensation. The results of the 2022 Custom Survey reflect, on average, the State's actual salaries lag the local market by 10%. The table on the following page reflects the market position, count of public and private sector employers, and total participant counts for the past five (5) survey years:

| Survey Year | Market Position | Public Sector Employer | Private Sector Employer | Total Participants |
|-------------|-----------------|------------------------|-------------------------|--------------------|
| 2022 | -10% | 24 | 21 | 45 |
| 2021 | -9% | 24 | 16 | 40 |
| 2020 | -10% | 24 | 15 | 39 |
| 2019 | -11% | 31 | 23 | 54 |
| 2018 | -8% | 16 | 9 | 25 |

The Custom Survey also gathered information related to average base salary increases and average pay structure increases over the last three (3) years and projected increases for next year. Across the State’s relevant labor market in 2022, base salary budgets increased by an average of 4.1% (median of 3.3%) among survey participants. Base salaries among the same employers are projected to increase by an average of 4.4% (median of 3.6%) in 2023.

Across the State’s relevant labor market in 2022, salary structures increased by an average of 3.6% (median of 2.5%) among all survey participants. Salary structures among the same employers are projected to increase by an average of 3.8% (median of 3.0%) in 2023.

Among public sector participants only, base salary budgets increased by an average of 4.0% (median of 3.4%) in 2022. Salary structures increased by an average of 3.2% (median of 2.5%). For 2023, public sector participants are projected to increase base pay budgets by an average of 4.9% (median of 4.0%). Public sector participants projected salary structure increases by an average of 4.7% (median of 4.0%).

Among private sector participants only, base salary budgets increased by an average of 4.2% (median of 3.3%) in 2022. Salary structures increased by an average of 4.4% (median of 3.0%). For 2023, private sector participants are projected to increase base pay budgets by an average of 3.9% (median of 3.6%). Private sector participants projected salary structure increases at an average of 2.5% (median of 3.0%).

The table on the following page summarizes 2022 pay practices and 2023 projections across the State’s relevant labor market.

| Pay Practices | All Participants | | Public Sector | | Private Sector | |
|---|------------------|--------|---------------|--------|----------------|--------|
| | Average | Median | Average | Median | Average | Median |
| Average Percent of Base Pay Increase Budget, 2022 | 4.1% | 3.3% | 4.0% | 3.4% | 4.2% | 3.3% |
| Average % of Base Pay Increase Budget, 2023 Projected | 4.4% | 3.6% | 4.9% | 4.0% | 3.9% | 3.6% |
| Percent Increase to Salary Structure, 2022 | 3.6% | 2.5% | 3.2% | 2.5% | 4.4% | 3.0% |
| Percent Increase to Salary Structure, 2023 Projected | 3.8% | 3.0% | 4.7% | 4.0% | 2.5% | 3.0% |

More than 150 organizations from both public and private sectors were invited to participate in the Custom Survey. Forty-five (45) organizations participated in this year’s survey. For the third year in a row, many organizations stated they were unable to participate due to lack of resources and time amid the pandemic. Several organizations added that they wish to remain on the contact list for future survey participation.

Of the 45 participants, 53% were public employers and 47% were private employers.

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

The following table illustrates the geographical adjustments applied to non-management jobs in surrounding states:

| State | Geographic Adjustment |
|---------------------|-----------------------|
| Montana | +3% |
| Nevada | -7% |
| Oregon | -6% |
| Utah | -7% |
| Spokane, Washington | -7% |
| Washington | -9% |
| Wyoming | -1% |

These geographic adjustments are determined for each state based on cost of labor.²² For example, a non-management job in Montana reported at \$30,000 would be compared to the job match in Idaho as \$30,900. A non-management job in Nevada reported at \$30,000 would be compared to the job match in Idaho as \$27,900.

A total of 66 benchmark jobs were included in the Custom Survey representing 3,500 employees within state classifications. Compensation information collected in the Custom Survey included: job title, level of match, number of incumbents, average base pay, salary range minimum/maximum, FLSA status, other cash compensation, and bonus information. Benchmark jobs were selected based on the following four (4) factors: market comparability,²³ organizational hierarchy,²⁴ employee representation,²⁵ and cross-functional representation.²⁶ See Appendix C for the full report.

Korn Ferry Total Compensation Report

DHR engaged Korn Ferry (“KF”) to assess the competitiveness of the State’s total compensation program. The KF analysis compared the value of the total compensation package provided to state employees against similar workforce structures in other states and private companies.²⁷ The analysis included both the cost and the value of the total compensation²⁸ for state employees. This approach provides a holistic view to determine if the State, as an employer, is competitive with the market. KF uses the salary and market data results provided by DHR and the Milliman Custom Survey combined with KF data. See Appendix B for the full report.

The 2022 analysis found that when compared to the private sector, the State’s aggregate base salary market position was 31% below the market average and the State’s base salary policy rate was 25% below the market average. The State’s benefits were found to be 8% above the private sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 15% below the market average.

The 2022 analysis found that when compared to the public sector, the State’s aggregate base salary market position was 14% below the market average and the State’s base salary policy rate was 8% below the market average. The State’s benefits were found to be 6% below the public sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 9% below the market average.

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

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

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

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

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

²⁷ IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

²⁸ The plan design and different elements provided to the employee.

The total compensation market analysis shows the State lost ground relative to both the public and sector markets. The State’s total compensation market lag increased from 12% to 15% in comparison to the private sector. While last year’s total compensation analysis showed a 5% improvement in comparison to the public sector, narrowing the gap to a 7% lag, this year’s analysis shows a total compensation market lag of 9% in comparison to the public sector. Last year’s growth may prove to have been a temporary result of frozen wages within the public sector amid the pandemic.

The tables on the following page show the State’s market position history based on the last five (5) years²⁹ of total compensation analyses conducted by Korn Ferry. The first table compares the State to the public sector, with the second table comparing the State to the private sector:

| State of Idaho vs. Public Sector | | | | | | | | |
|----------------------------------|-------------|--------------------|--------|---------------|----------|-----------------|------------|-------------------|
| Year | Policy Rate | Policy Rate Change | Salary | Salary Change | Benefits | Benefits Change | Total Comp | Total Comp Change |
| 2022 (FY 2024 Report) | -8.1% | -8.2% | -13.9% | -6.3% | -6.2% | -1.7% | -8.9% | -2.2% |
| 2021 (FY 2023 Report) | 0.1% | 6.8% | -7.6% | 4.8% | -4.5% | 5.7% | -6.7% | 5.0% |
| 2019 (FY 2021 Report) | -6.7% | 0.5% | -12.4% | 0.5% | -10.2% | 0.6% | -11.7% | -1.0% |
| 2018 (FY 2020 Report) | -7.2% | 2.7% | -12.9% | 1.2% | -9.6% | -1.1% | -10.7% | 0.2% |

| State of Idaho vs. Private Sector | | | | | | | | |
|-----------------------------------|-------------|--------------------|--------|---------------|----------|-----------------|------------|-------------------|
| Year | Policy Rate | Policy Rate Change | Salary | Salary Change | Benefits | Benefits Change | Total Comp | Total Comp Change |
| 2022 (FY 2024 Report) | -24.6% | -4.9% | -30.7% | -4.6% | 8.7% | -7.6% | -15.0% | -2.8% |
| 2021 (FY 2023 Report) | -19.7% | 1.8% | -26.1% | 0.1% | 16.3% | 7.2% | -12.2% | -0.2% |
| 2019 (FY 2021 Report) | -21.5% | 0.1% | -26.2% | -0.6% | 9.1% | 1.8% | -12.0% | 0.4% |
| 2018 (FY 2020 Report) | -21.6% | -1.4% | -25.6% | -1.7% | 7.3% | -1.5% | -12.4% | 0.2% |

²⁹ NOTE: A total compensation analysis was not conducted in 2020.

Classification and Compensation Study

DHR contracted with Korn Ferry to conduct a full review of the State's classification and compensation framework in FY 2023. The purpose of this comprehensive study is to accomplish job classification realignment (including better defined job families/career paths), modernization of job evaluation methodology (move away from outdated use of ACES points), train HR staff in the use of KF's digital tools and the KF Hay job evaluation methodology, and recommendations related to premium-priced structures based on a rigorous analysis of the State's compensation structure and actual pay.

DHR continues to work with agency Subject Matter Experts and HR staff in the review and refinement of the State's classified framework for over 900 jobs. In September, Korn Ferry facilitated two days of working sessions with a dozen focus groups. These working sessions helped Korn Ferry frame their classification recommendations. The recommendations were then shared with the focus groups for additional feedback. The additional feedback was incorporated with the final recommendations for DHR Administrator review.

All classified job content and evaluations are being converted into the KF Digital platform for future maintenance. The State acquired a five-year subscription of the KF Digital platform, which includes KF's Architect, Profile Manager, and Pay tools. KF will onboard and train (applicable) HR staff on the use of KF's digital tools and the KF Hay job evaluation methodology.

In addition to the total compensation study, KF conducted a review of the State's compensation structure to determine the need for functional structures. See Appendix D for the full report.

Based on KF's recommendations, the DHR Administrator is implementing the following salary structures in 2023 and 2024:

- **Core Salary Structure**: To better align with the market and the significant movement in pay in recent years, KF recommends that the State make some considerable adjustments to the salary structure, moving closer to the 25th percentile (P25) of the discounted market.³⁰ This requires increases to midpoints ranging from 1% to over 20% depending on the grade, with an average increase of 8.5%. This will help with alignment, as the progression between midpoints today is inconsistent, resulting in challenges when promoting employees to a higher grade.
- **Public Safety Salary Structure**: KF recommends a premium-priced salary structure for jobs in public safety to ensure competitiveness closer to the average for similar jobs while using the internal grade hierarchy to recognize career progressions. This requires increases to midpoints ranging from 2% to 16%, with an average increase of 10% to compete with the average market rate for public safety roles in other states.

³⁰ National data adjusted down 10% for all point levels, to reflect lower cost of labor in Idaho. Previous studies included a 15% discount but has recently decreased to 10% based on the changing cost of labor in Idaho.

- **IT and Engineering Salary Structure:** KF recommends a premium-priced salary structure for these technical jobs to target towards P25 of General Market for information technology and engineering jobs. This requires increases to midpoints ranging from 9% to 18%, with an average increase of 14%. This will result in lower compa-ratio for these employees, allowing for adjustments to salary to move towards a more competitive pay practice.
- **Nursing/Healthcare:** Based on the market pricing and title matching to the healthcare industry, KF recommends a new career framework and salary structure for nursing/healthcare jobs to ensure a policy that targets towards the P25. This requires increases to midpoints ranging from 12% to 17%, with an average increase of 14% to become more competitive.

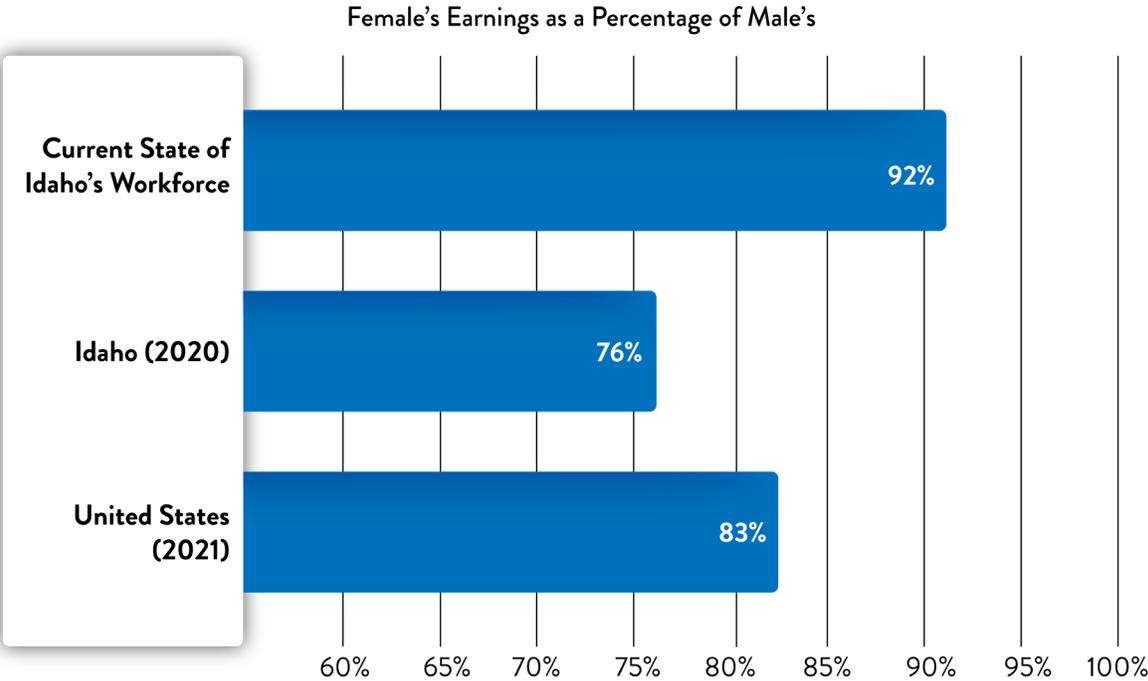
The following table shows the midpoints of the current salary structure and the new structures:

| Grade | Current Structure Midpoint | New Core Midpoint | New Public Safety Midpoint | New IT/ Engineering Midpoint | New Nursing/ Healthcare Midpoint |
|-------|----------------------------|-------------------|----------------------------|------------------------------|----------------------------------|
| D | \$24,960 | \$26,000 | | | |
| E | \$27,914 | \$29,000 | | | |
| F | \$31,429 | \$32,400 | | | |
| G | \$35,714 | \$36,500 | | | \$41,200 |
| H | \$41,122 | \$41,500 | \$45,700 | | \$48,006 |
| I | \$48,006 | \$49,000 | \$55,200 | \$52,400 | \$54,200 |
| J | \$54,142 | \$54,600 | \$59,700 | \$59,300 | \$60,900 |
| K | \$60,611 | \$61,400 | \$65,000 | \$67,500 | \$69,000 |
| L | \$68,453 | \$69,400 | \$71,400 | \$78,200 | \$78,600 |
| M | \$77,355 | \$79,000 | | \$88,000 | \$90,000 |
| N | \$85,488 | \$88,300 | | \$97,700 | \$96,800 |
| O | \$92,643 | \$99,400 | | \$109,300 | \$105,000 |
| P | \$101,317 | \$113,000 | | \$118,500 | |
| Q | \$111,509 | \$130,000 | | | |
| R | \$123,698 | \$150,000 | | | |
| T | \$156,707 | \$175,000 | | | |
| V | \$203,549 | \$225,000 | | | |

EQUAL PAY

The State’s full-time female workforce currently earns 92% of what the male workforce earns. This percentage has increased from 88% in 2018. This earnings comparison is on a broad level and does not control for many factors that can be important in explaining earnings differences, such as job skills and responsibilities, work experience, and specialization. In 2021, females earned 83% of the median of males nationwide.³¹ Females working full-time earned 76% of what their male counterparts did in Idaho as of 2020, according to the U.S. Bureau of Labor Statistics.³²

The following chart compares the State’s workforce against national and state averages:



DHR complies with Idaho Code §44-1702 and the federal Equal Pay Act (“EPA”) in its implementation of the State’s compensation program aimed to address female employees being paid less than male employees for carrying out equal work.

³¹ U.S. Bureau of Labor Statistics (2022). Median weekly earnings of full-time wage and salary workers by selected characteristics. Retrieved from: <https://www.bls.gov/cps/tables.htm#annual>.

³² U.S. Bureau of Labor Statistics (2022). Women’s Earnings in Idaho – 2020. Retrieved from: https://www.bls.gov/regions/west/news-release/womensearnings_idaho.htm.

WORKFORCE DEMOGRAPHICS

As of November 2022, the State workforce consists of 24,227 employees:³³ 12,394 classified and 11,833 non-classified.³⁴

A classified employee is any person appointed to, or holding a position in, any department of the State and is subject to the provisions of the merit examination, selection, retention, promotion, and dismissal requirements of Title 67, Chapter 53, Idaho Code. Non-classified employees are defined by Title 67, Chapter 53, Idaho Code Section 67-5303.³⁵ The State's workforce is present in every county in the state.³⁶

Workforce by Age

The BLS reported median age of the 2021 U.S. workforce is 42 years old.³⁷ As of November 2022, the average age of the State's total workforce is 45 years old, with 6% aged 15 to 24, 68% aged 25 to 54, and 26% aged 55 and older. The following table shows a breakdown of employee age in 10-year increments:

| Employee Age Range | Total Workforce | Percentage of Workforce |
|--------------------|-----------------|-------------------------|
| 15-24 | 1,462 | 6% |
| 25-34 | 4,600 | 19% |
| 35-44 | 5,972 | 25% |
| 45-54 | 5,905 | 24% |
| 55-64 | 4,878 | 20% |
| 65+ | 1,410 | 6% |

Workforce by Gender

The BLS reported that the 2021 U.S. labor force was comprised of 47% female and 53% male employees.³⁸ As of November 2022, the State's total workforce is comprised of 51% female and 49% male employees. The State's classified workforce is comprised of 50% female and 50% male employees.

³³ Figures fluctuate throughout the year.

³⁴ Classified and Non-Classified Agency List, Appendix N.

³⁵ §67-5303 Application to State Employees, Idaho Code, Appendix O.

³⁶ Workforce Demographics by County, Appendix P.

³⁷ U.S. Bureau of Labor Statistics (2022). Median age of the labor force, by sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/median-age-labor-force.htm>.

³⁸ U.S. Bureau of Labor Statistics (2022). Civilian labor force participation rate by age, sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/civilian-labor-force-participation-rate.htm>.

Workforce by Race

The BLS reported that the 2021 U.S. labor force was comprised of 77% White, 13% Black, and 10% all other groups (including Asian; American Indian and Alaska Native; Native Hawaiian and Other Pacific Islanders; and those of multiple racial origin).³⁹ The BLS also reported that 18% of the labor force was of Hispanic Origin.

As of November 2022, the State's total workforce is comprised of 84% White (not of Hispanic Origin); 7% American Indian or Alaskan Native; 6% Hispanic; 2% Asian or Pacific Islanders; and 1% Black (not of Hispanic Origin). The State's classified workforce is comprised of 89% White (not of Hispanic Origin); 1% American Indian or Alaskan Native; 7% Hispanic; 2% Asian or Pacific Islanders; and 1% Black (not of Hispanic Origin).

Workforce by Veteran Status

As of November 2022, the State's total workforce is comprised of 1,617 veterans or 7% of the total workforce. Of the 7%, 85% are male and 15% are female. In FY 2022, veterans accounted for 7% of new hires.

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

Workforce Turnover

In FY 2022, the State experienced a 21.8% total turnover rate⁴¹ of classified employees: 12.5% were voluntary separations,⁴² 5.3% were involuntary separations,⁴³ and 4.0% were retirements.⁴⁴ This is a 3% increase in turnover over the prior year. A total of 2,731 classified employees exited state employment. Based on the separation codes⁴⁵ entered by state agencies when processing an employee's final paperwork into the State Controller's Office ("SCO") Employee Information System ("EIS"), the top reasons classified employees left state employment were: Personal, Retirement, and Private Sector Job. As previously noted, the State experienced a 3% increase in turnover from FY 2021 to FY 2022, which is the second largest increase in year-over-year turnover since the Great Recession in FY 2008 and the highest turnover in state employees in a given year.

³⁹ U.S. Bureau of Labor Statistics (2022). Civilian labor force participation rate by age, sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/civilian-labor-force-participation-rate.htm>.

⁴⁰ Idaho Department of Labor (2022). Veterans Services. Retrieved from: <https://labor.idaho.gov/dnn/Job-Seekers/Veterans-Services>.

⁴¹ Classified Employees Total Separations by Agency FY 2018-2022, Appendix Q.

⁴² Classified Employees Voluntary Separations by Agency FY 2018-2022, Appendix R.

⁴³ Classified Employees Involuntary Separations by Agency FY 2018-2022, Appendix S.

⁴⁴ Classified Retirement Turnover by Agency FY 2018-2022, Appendix T.

⁴⁵ Classified Turnover by Separation Code, Appendix U.

The following table shows the State’s classified turnover since the Great Recession:

| Statewide Turnover Rates for Classified Employment | | | | | | |
|--|--------------------------|-------------------------|---------------------------|------------------------|---------------------|-------------------------|
| FY | Retirement Turnover Rate | Voluntary Turnover Rate | Involuntary Turnover Rate | Total # of Separations | Total Turnover Rate | Year- over- Year Change |
| 2022 | 4.0% | 12.5% | 5.3% | 2,731 | 21.8% | 2.9% |
| 2021 | 3.3% | 10.8% | 4.7% | 2,456 | 18.9% | 3.9% |
| 2020 | 3.0% | 7.9% | 4.1% | 1,953 | 15.0% | 0.1% |
| 2019 | 3.2% | 7.9% | 3.8% | 1,929 | 14.9% | -0.2% |
| 2018 | 3.1% | 7.8% | 4.1% | 1,964 | 15.1% | -0.2% |
| 2017 | 3.2% | 7.4% | 4.6% | 1,985 | 15.3% | 1.1% |
| 2016 | 3.0% | 7.0% | 7.0% | 1,845 | 14.2% | -1.2% |
| 2015 | 3.1% | 7.4% | 4.9% | 1,969 | 15.4% | 0.9% |
| 2014 | 3.3% | 7.1% | 4.1% | 1,842 | 14.5% | 0.9% |
| 2013 | 3.2% | 6.5% | 3.9% | 1,717 | 13.6% | 1.8% |
| 2012 | 2.8% | 5.6% | 3.4% | 1,494 | 11.8% | 1.5% |
| 2011 | 2.4% | 4.5% | 3.4% | 1,306 | 10.3% | -0.9% |
| 2010 | 2.3% | 4.8% | 4.1% | 1,451 | 11.2% | 0.5% |
| 2009 | 2.2% | 4.7% | 3.8% | 1,426 | 10.7% | -1.2% |
| 2008 | 2.0% | 6.2% | 3.7% | 1,584 | 11.9% | 4.7% |

The employee age range with the highest turnover was 25-34, followed by ranges 35-44 and 55-64. The following table shows classified turnover distribution by age range during FY 2022:

| Classified Employee Age Range | Separation Count | Average Years of Service |
|-------------------------------|------------------|--------------------------|
| 15-24 | 224 | 1.3 |
| 25-34 | 674 | 3.1 |
| 35-44 | 593 | 5.3 |
| 45-54 | 486 | 7.3 |
| 55-64 | 538 | 15.7 |
| 65+ | 216 | 17.7 |

For FY 2022 classified turnover by pay grade, see Appendix V.⁴⁶

The following table shows FY 2022 classified turnover by occupational group sorted from highest to lowest turnover:

| Occupational Group | Turnover Rate | Average Years of Service | Average Age |
|----------------------------|---------------|--------------------------|-------------|
| Nurses | 30% | 6 | 44 |
| Labor Trades and Crafts | 28% | 6 | 44 |
| Administrative | 28% | 7 | 46 |
| Health Care-Services | 27% | 7 | 41 |
| Para-Professional Subgroup | 23% | 7 | 43 |
| Protective Services | 21% | 7 | 35 |
| Finance and Accounting | 20% | 11 | 47 |
| Information Technology | 19% | 11 | 49 |
| Engineering | 17% | 10 | 46 |
| Professional Services | 17% | 9 | 46 |
| Management Subgroup | 14% | 22 | 58 |
| Science/Environmental | 13% | 9 | 41 |

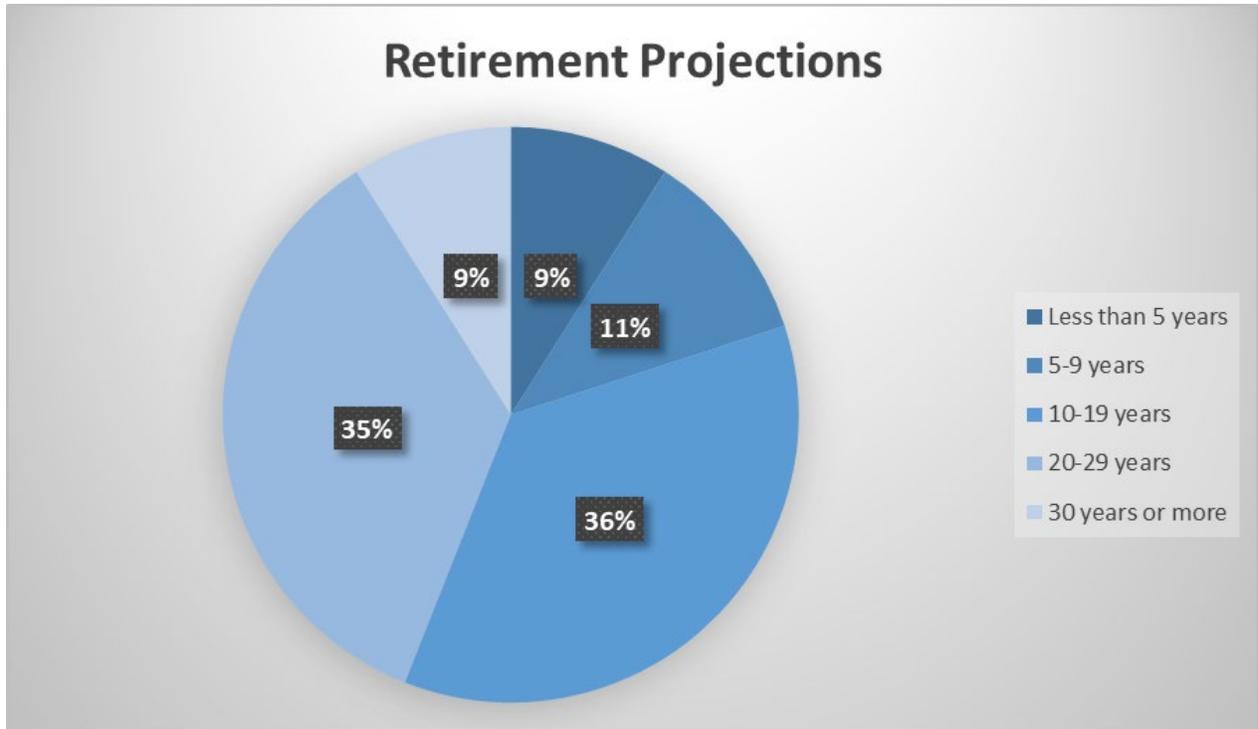
As of November 2022, the Executive Branch has a vacancy rate of 11%. See Appendix W for a complete list of vacancy rates by agency for FY 2022.⁴⁷

⁴⁶ Classified Average Pay Rate and Turnover by Pay Grade, Appendix V.

Retirement Projections

In FY 2022, 768 state employees retired representing 3% of the State’s total workforce. (Classified employees experienced 4% in retirement turnover.) The retirement projections for the next nine (9) years represent 20% of the State’s total workforce, with 9% of the workforce eligible to retire in less than five (5) years and 11% eligible to retire in five (5) to nine (9) years.⁴⁸

The following pie chart illustrates retirement projections for the State’s total workforce:



State Recruitment

In FY 2022, the statewide average time-to-hire was 57 days.⁴⁹ During this timeframe, there were 35 classifications identified as experiencing low performance, meaning that hiring for these positions was more challenging and resulted in weaker applicant pools over other positions. Low performance is determined by a benchmark analysis of peer organizations using average time-to-hire, number of hires, and job postings. Peer organizations include public sector employers in Arizona, Colorado, Utah, and Wyoming.

⁴⁷ Vacancy Rate by Agency FY 2022, Appendix W.

⁴⁸ Total Retirement Forecast by Agency Calendar Years 2022-2052, Appendix X.

⁴⁹ Average Time to Hire by Agency, Appendix Y.

Those low performing classes are listed in the following table with number one (1) being the lowest performing:

| | | | |
|----|--|----|--|
| 1 | Transportation Tech. Apprentice | 19 | GIS Analyst II |
| 2 | Liquor Store Clerk | 20 | Instructor for the Blind, Senior |
| 3 | Psychiatric Technician | 21 | Program Manager, Correction |
| 4 | Custodian | 22 | Research Analyst, Principal |
| 5 | Psychiatric Technician Trainee | 23 | Engineer, Manager I |
| 6 | Program Manager | 24 | Grants/Contracts Operation Analyst |
| 7 | Nurse, Licensed Practical | 25 | Engineer Intern |
| 8 | IT Operations and Support I | 26 | Engineer, Staff |
| 9 | Environmental Health Specialist I | 27 | Lands Program Manager |
| 10 | Maintenance Craftsman, Senior | 28 | P&R Manager 3 |
| 11 | Building Safety Inspector/Advisor | 29 | P & R Manager, Assistant |
| 12 | Health Program Manager | 30 | Biologist, Wildlife Regional |
| 13 | Research Analyst, Senior | 31 | Trainer, Associate |
| 14 | Biologist, Fisheries | 32 | Psychiatric Treatment Coordinator |
| 15 | Transportation Technician Senior | 33 | Building Facility Maintenance Foreman |
| 16 | Nursing Assistant, Certified | 34 | Mechanical Systems Operator |
| 17 | Liquor Store Manager | 35 | Transportation Technician |
| 18 | Mechanic | | |

During FY 2022, the State received over 5.2 million job hits on active recruitments and 48,530 applications.

Of those applicants, 55% were female, 40% were male, and 5% were unidentified. The applicants fell into the following racial categories: 71% White or Caucasian, 10% Hispanic, 5% two or more races, 2% Asian, 1% American Indian or Alaskan Native, 2% Black, 1% Native Hawaiian or Other Pacific Islander, and 8% unknown.

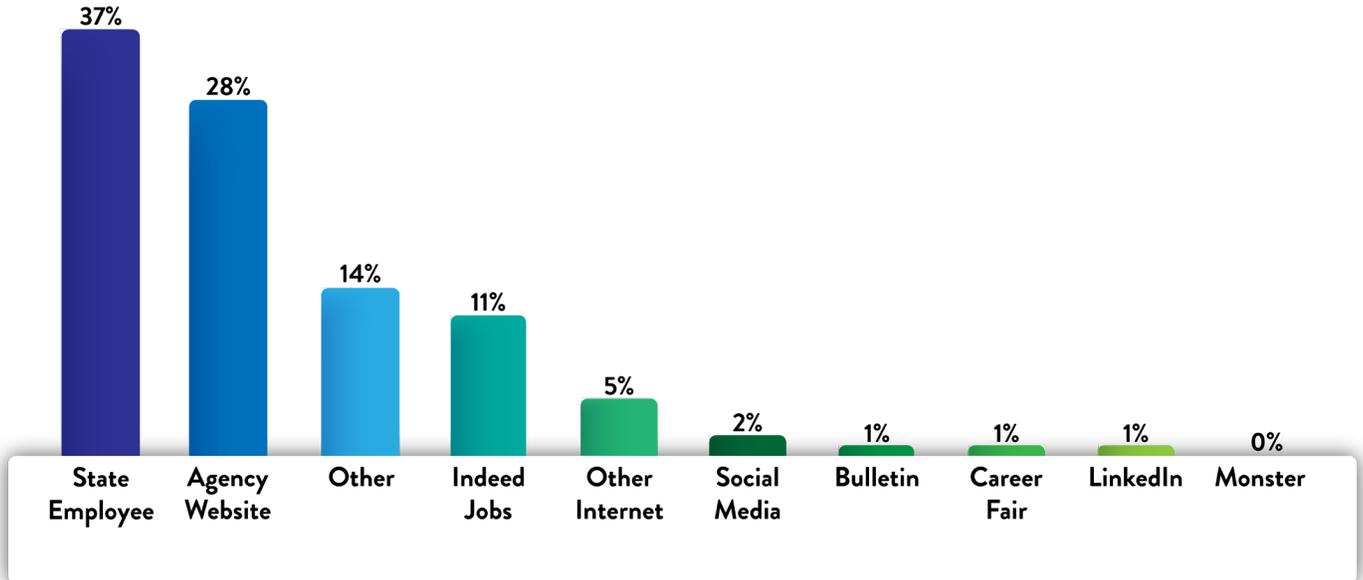
Over 4,200 hires were made using NEOGOV in FY 2022 with an offer acceptance rate of approximately 84%.⁵⁰

Ninety-five percent (95%) of those hired resided in Idaho, 1% in Washington, 1% in California, and 1% in Oregon.

⁵⁰ Percentage based on agencies who use job offer function in NEOGOV.

Of those hired during FY 2022, 88% indicated how they first heard about the state job. Of those reports, 37% heard about the job from a state employee.

The following graphic illustrates where new hires first heard about state jobs:



New Hires

During FY 2022, 7,505 new employees (classified and non-classified) were hired, with an average age of 37 (up from 33 in FY 2020). Fifty-three percent (53%) were female and 47% were male. Of the new hires, 44% were 30 years old or younger. DHR’s focus in future years will be to adapt the State’s recruitment and retention strategies across generations and age groups to accommodate changes in generational differences.

Of the new hires, 3,372 employees hired were classified, with an average age of 37. Of the classified new hires, 56% were female and 44% were male. Eighty-three percent (83%) were White or Caucasian, 6% were Hispanic, 8% were American Indian or Alaskan Native, 2% were Asian or Pacific Islanders, and 1% were Black.

DHR INITIATIVES

Human Resources Modernization

On June 4, 2021, Governor Little directed DHR to create a model of delivering HR services more efficiently and effectively within the State. Governor Little’s vision for HR Modernization is for HR operational staff to remain within their agencies and close to the work being performed, while also ensuring consistency of HR services to state employees and leadership by reporting to DHR.

During the 2022 session, the legislature approved the transfer of five (5) vacant human resources positions from state agencies into DHR to develop a centralized infrastructure for HR Modernization. As a result of the transfer of these positions, DHR was able to hire an Occupational Health and Safety Manager; Recruitment Manager; Civil Rights/ADA Manager; Investigations Manager; and Curriculum Development Manager. These positions are focused on the development of statewide policies, processes, and training necessary to lead a statewide human resources team in support of each agency’s specific workforce needs.

Additionally, DHR transitioned from providing “consultation” to state agencies regarding human resources statutes, rules, and policies to directing and managing human resources work across executive branch agencies. To support this effort, DHR has been developing and revising statewide policies and processes and providing micro training modules to human resources staff to calibrate our processes and decision-making. The intent of these efforts is to provide consistency in information, and a framework for agencies when developing their own internal processes. In the last fiscal year, DHR has developed policies and guidance with a focus on recruitment and retention, including an On-Call Policy, Out-of-State Telecommuting Guidance to accompany the statewide Telecommuting Policy, and a Workers’ Compensation Policy to return injured workers to state employment sooner. DHR is in the process of developing policies for Education Reimbursement and State Apprenticeships, as well as reviewing the State’s current policy practices in pre-employment checks.

During the upcoming year, DHR’s focus will be on implementing the reporting structure of the agency human resources professionals through DHR, continuing to develop policies, processes, and training, and applying effective change management strategies.

DHR’s planned implementation date for HR Modernization is July 2023, alongside the updated date for the Human Capital Management implementation (Phase II) of the Luma project. DHR modernization will also focus on the effective implementation of the Human Capital Management (“HCM”) portion of Luma and ensure HR practices are consistent across agencies to ensure effective use of the new HR tools.

Luma

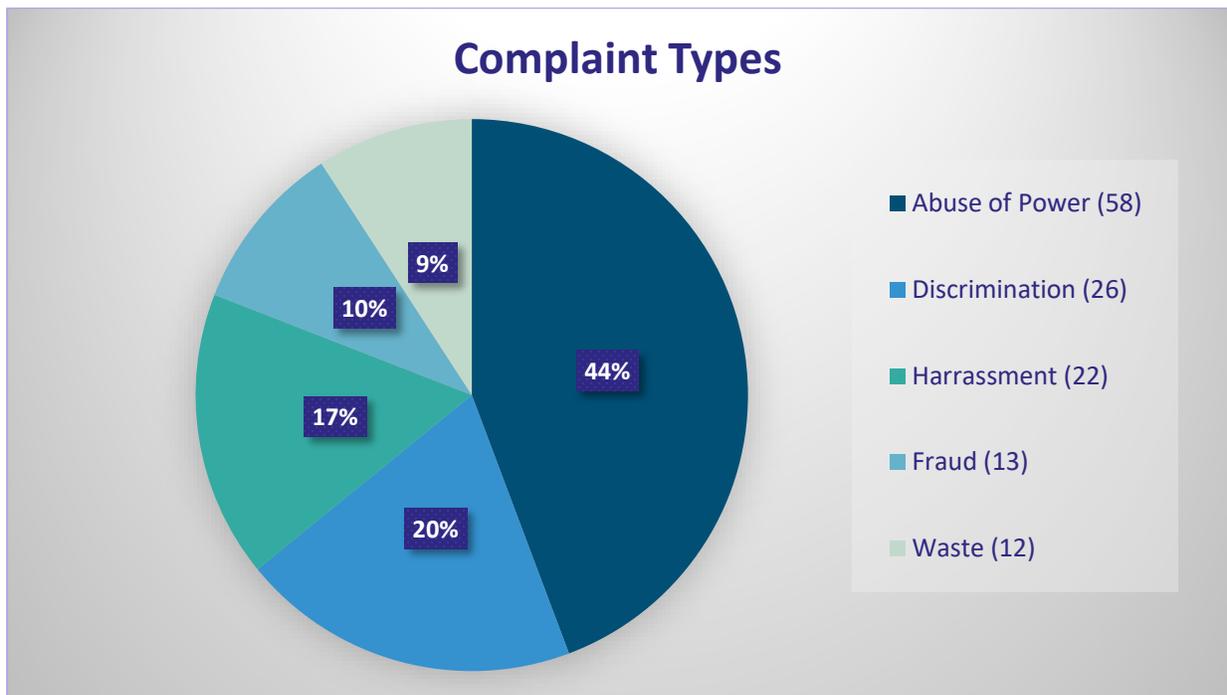
In July of 2021, Phase II of the Luma Project began and will incorporate HCM and Payroll functions into the statewide system. Phase II is scheduled for implementation in July of 2023. Phase I includes Budget, Procurement, and Finance and is scheduled for implementation in July of 2023. The system will support DHR’s modernization efforts by providing automation of numerous HR and Payroll transactional functions. HCM includes consolidation of the State’s recruitment, development planning, performance management, compensation management, and benefits. Providing the system support needed for consistent and efficient administration and processing of the State’s workforce data.

Employee Complaint Line

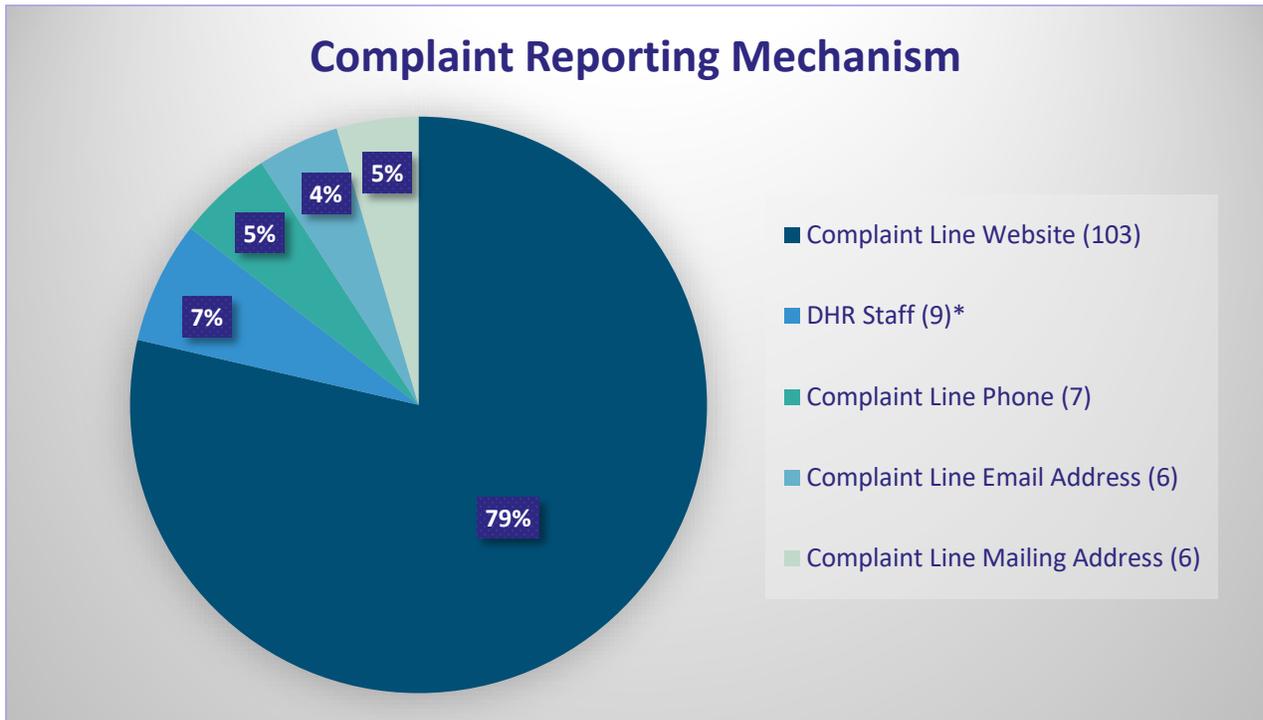
The State of Idaho Employee Complaint Line is a critical part of Governor Little’s efforts to protect the integrity of the State of Idaho and its employees. This complaint line went live July 1, 2020, providing state employees with an additional way to report instances of fraud, waste, abuse, and employment discrimination within state government. State employees may submit complaints to DHR online, by phone, email, mail, and in-person. Employees may make complaints anonymously or otherwise and will not be subject to retaliation.

During FY 2022, 131 complaints were received. Of those, none were found to be outside of the complaint line parameters. Of the 131 complaints within the complaint line parameters, 43% were filed anonymously.

The following pie chart illustrates complaints by type:



This pie chart illustrates the methods used to file complaints:



**Includes complaints made in-person and by phone calls made directly to DHR staff*

Health and Safety Initiatives

Respectful Workplace Training

All state employees are required to take the Respectful Workplace Training annually. This training is intended to set clear standards for employee conduct in state government and provide tools to employees and management for how to address violations of respectful workplace. In conjunction with HR best practices, advice, and policies, DHR also offers agencies assistance with workplace investigations, performance management, problem-solving, mediation, and other related topics.

Health Matters Employee Wellness Program

Health Matters is the employee wellness program for state employees. This program is administered by DHR and is available to all state employees. The Health Matters program disseminates information to the individual state agencies through wellness contacts. Health Matters works to provide resources and opportunities for employees to focus on their health both at work and outside of work.

In FY 2022, Health Matters conducted 29 presentations in which 626 employees participated. The topics presented include burnout prevention, stress management, gratitude, ergonomics, and general employee well-being. DHR continues to work to provide virtual presentations.

On-site flu shot clinics continue to be a benefit provided by Health Matters. Between September 16, 2022, and October 18, 2022, 16 flu shot clinics were held in the Treasure Valley with 876 employees receiving their flu shot.

Workers' Compensation

The State of Idaho filed 885 workers' compensation claims with the State Insurance Fund in the 2021 policy year from January 2021 to December 2021. Of those claims, 171 were claims for lost time benefits, 55 for permanent impairment, one (1) claim was a fatality claim, and 658 claims were medical only claims. State Insurance Fund paid employees over \$766,000 in lost time benefits, over \$789,000 in permanent impairment benefits and over \$3.5 million in medical benefits. These numbers continue to increase as claims from the 2021 policy year remain open and benefits continue to be paid until the claims are administratively closed.

DHR has created a statewide workers' compensation policy which was implemented on October 15, 2022. The policy provides guidance and resources for agencies to manage near misses and work-related incidents requiring first aid and medical treatment. The policy also establishes a preferred/designated medical provider program for state employee claims. The designated medical provider program is focused on working with occupational health doctors throughout Idaho, who understand the State's diverse workforce and the goal to keep employees employed.

Employee Training and Development

HR Modernization and Luma Training Efforts

DHR added a Curriculum Development Manager in FY 2022 to oversee and develop training to support agency Human Resource staff through HR Modernization. Training and employee development will be critical to promote compliance and consistency as agency human resources staff transitions to DHR. DHR will deploy HR-specific training in FY 2023, including Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), progressive discipline, statewide employee onboarding, and leadership training.

Training will also be an integral part of the transition to Luma. The DHR training team continues to work with the Luma team to develop a new learning management system. The new system will house statewide employee development paths, training tracking, registration, and on-demand training options.

DHR will also focus training efforts on employee and leadership development across all state employees through the following programs:

Certified Public Manager® Program

The Certified Public Manager® Program (CPM®) is a nationally accredited comprehensive management development program designed to prepare managers for careers in public service. As of October 2022, 677 employees have graduated from the program and hold the CPM® credential. The 2021-2023 CPM cohort has 90 participants from state, city, and county entities. The anticipated graduation date is May 2023.

The CPM program offers opportunities for public service employees to develop the skills and experience necessary to prepare for supervisory or management experience in government. The Idaho CPM program is comprised of over 300 structured learning hours that are built upon seven management competencies. The CPM program also includes a Capstone Project, demonstrating the participant's effectiveness in applying course concepts to their sponsoring organization. The return on investment from the capstone work often exceeds the program's cost. More than that, Idaho's CPM graduates and participants are sharing their skills and knowledge in their agencies, strengthening teams, and creating effective solutions in the public sector.

Supervisory Academy Program

DHR offers a three-day Supervisory Academy (SA) for all state agency employees. SA provides education and information in seven areas of supervision: Setting Expectations, Development Planning, Coaching and Feedback, Motivation, Documenting Performance, Progressive Discipline, Writing and Delivering the Performance Evaluation and training on the State's Performance Evaluation System (I-PERFORM). SA is accepted as a pre-requisite for the CPM® program. The SA three-day cohort began in 2016 and has trained 2,329 state employees. Through this program, DHR has offered over 55,000 hours of professional development.

In FY 2022, DHR continued to offer a series of quarterly micro-modules, which are one-hour, targeted courses focusing on critical supervisory skills. DHR offers monthly sessions on Setting Expectations, Coaching, Providing Feedback, Motivation, Documentation, Progressive Discipline, Performance Evaluations, Communication for Remote Teams, Accountability for Remote Teams, Emotional Intelligence for Remote Teams, and a Remote Team Best Practice Discussion Forum.

DHR Training and Related Services

DHR conducts statewide HR training forums for agencies to provide discussion and information on human resources management, best practices, relevant law, and policy. During FY 2022, forum topics included HR Modernization; labor market updates; classification and compensation; occupational health; workers' compensation; employee burnout; generations in the workplace; recruitment and retention strategies; OGI; Luma; and other relevant statewide updates. DHR offers training to state agencies and employees in the following areas: Director Training, Respectful Workplace, Civil Rights, Telecommuting, Crucial Conversations for Mastering Dialogue®, Crucial Conversations for Accountability®, Getting Things Done®, Verbal Intervention®, Supervisory Academy, calibrations for performance evaluations, I-PERFORM, specialty HR related matters, NEOGOV, and board training.

Cybersecurity Training

During the 2017 Legislative session, DHR received funding for an online cybersecurity training program. Working with the ITS Information Security Team and Department of Administration, DHR contracted with Network Consulting Services for the KnowBe4 training platform.

In February of 2022, DHR deployed the fourth annual training campaign to more than 18,000 state employees focusing on security awareness topics such as common threats, environmental awareness, and social engineering.⁵¹

Monthly statewide phishing tests were deployed beginning in February 2020 and continue to be sent. These phishing emails act as an additional measure to help all employees practice protecting and defending the State's network from potential threats. To continue increasing employee awareness around current cyber threats, an additional training module focusing on security awareness foundations was deployed in October 2022 to support the State of Idaho's Cybersecurity Awareness month.

Recruitment and Retention

Today's Job Market

The State of Idaho has a younger demographic entering the workforce. These job seekers value flexible schedules, remote and/or flexible/hybrid positions, work/life balance, more casual dress code, and additional unique training opportunities. To help address these novel ideals, the State has worked with agencies to develop effective telework policies, including provisions related to out-of-state telework, and other policies surrounding flexibility, schedules, and training opportunities.

State of Idaho Approach

During the last fiscal year, the State has taken a more proactive approach to expanding the State's applicant pool. This has included simplifying the recruitment process to ensure the State does not lose potential applicants through the examination process, while ensuring the ability to identify minimum skills and best applicants through the application process.

A focus on advertising state jobs, marketing the State's total compensation packages, and using online tools to reach directly out to candidates who are actively looking for new opportunities and have uploaded resumes.

⁵¹ "Social engineering" is the use of deception to manipulate individuals into divulging confidential or personal information that may be used for fraudulent purposes. Retrieved from: www.oxfordlearnersdictionaries.com.

DHR is heavily focused on statewide recruitment. Monthly collaboration occurs with agency recruiters to provide collaboration, training, and tools to succeed in promoting State of Idaho employment. In addition, DHR hosted its first statewide recruitment fair and plans to host more recruitment fairs in various parts of the state in 2023.

Employee Engagement

DHR delivered the first ever statewide employee engagement survey to State employees who work in Executive Branch agencies in November 2022. The purpose of this survey was to get feedback from employees to help state leadership make informed strategic decisions about where to focus efforts to make State of Idaho jobs a place people want to build a career. Over 12,000 employees received the survey and 74% responded (9,480).

The results showed an overall engagement score of 65%, meaning that 65% of employees are motivated to work harder and care more in their jobs based on the four-item engagement index. This is the most important factor to improving performance of a team. 75% of employees said they are proud to work for the State of Idaho and 67% stated they would gladly recommend their agency as a place to work to people they know and respect. Even with high reported engagement, only 51% stated they are not thinking about looking for a new job within another organization.

Employees had the opportunity to answer a question stating, “What is the one thing you would most like the Governor to know?” Overwhelmingly responses to this question were related to compensation and benefits, mostly comments about not feeling state jobs provide competitive pay compared to other employers in the area. One state employee shared that the most frustrating thing about working for the State is pay and that most people in his/her department are looking for second jobs because current compensation doesn’t compete with the cost of living and inflation. Some also shared comments related to burnout, poor work/life balance, and the need for better systems and resources to do their jobs.

The results of these surveys are being shared in this report to highlight the voices of state employees around the need to prioritize compensation and pay but also to recognize the need for innovation, ensuring employees have the right resources to do their jobs, and improving communication and supervision in areas where staff feel they need better support. The results of the survey will be shared with all directors and agency heads in the Executive Branch with an emphasis on planning for future improvements and strategies to better engage state employees.

DHR RECOMMENDATIONS FOR FY 2024

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

Merit Increase Component:

- 1) DHR will implement the new core salary structure according to the Korn Ferry recommendation which includes an average 8.5% market increase to pay grades (actual increase varies by pay grade). Fund the salary structure adjustment through merit increases over a two-year CEC cycle. For FY 2024, fund a 4% merit-based increase for all permanent positions to recognize and reward state employees in the performance of public service to the citizens of Idaho and bring them closer to market new rates.
 - a. The approximate cost of a 4% increase to the General Fund is \$34.6 million, \$30.6 million in other funds, for a total of \$65.2 million. Estimated costs include increases in variable benefit costs.

Salary Structure / Market-Related Component:

- 2) DHR will implement the new salary structure for public safety positions. Fund a 6% equity adjustment (in addition to the recommended merit above) for public safety positions⁵² assigned to the new functional structure being implemented by DHR in 2023. Korn Ferry's recommendation of a Public Safety Salary Structure includes an average 10% market increase to grades (actual increase varies by pay grade).
 - a. The approximate cost of a 6% equity increase for public safety positions to the General Fund is \$7.2 million, \$1.9 million in other funds, for a total of \$9.1 million. Estimated costs includes increases in variable benefit costs.
- 3) Fund the cost to move employees falling below their new pay grade minimum.
 - a. The approximate cost to the General Fund is \$300,000 and \$100,000 in other funds, for a total of \$400,000. Estimated costs includes increases in variable benefit costs.

The CEC cost for FY 2024 is a \$42.1 million increase to the General Fund, for a total cost of \$74.7 million. These cost estimates do not include public schools.

Specific Occupational Inequity/Payline Exception Component: DHR recommends continuing with the job classifications that are currently on payline exception to address specific recruitment and retention issues. The total of the salaries over the pay grade maximum is \$763,000. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary. See Appendix K. DHR will be reviewing all payline exceptions in 2023 after full analysis of the recommendations from the Classification and Compensation Study.

⁵² Jobs included in the Public Safety Salary Structure, Appendix Z.

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

DHR RECOMMENDATIONS FOR FY 2025

Pursuant to Idaho Code §67-5309C, DHR must include recommendations on the following components: salary structure adjustment, specific occupational inequity (payline exception), merit pay increase, and employee benefit packages. Typically, DHR only provides CEC recommendation for the upcoming fiscal year; however, a proposed and draft recommendation for FY 2025 is included to highlight how the full compensation recommendations should be implemented to address market changes for state employees. Based on funding availability and market conditions, this recommendation may change next year. DHR’s recommendations for FY 2025 are as follows:

Merit Increase Component:

- 1) Fund a 4.5% merit-based increase for all permanent positions to recognize and reward state employees in the performance of public service to the citizens of Idaho. This is the second half of recommended change in employee compensation changes to move state employees closer to new market rates through a merit increase.
 - a. The approximate cost of a 4.5% increase will be provided in the next CEC Report.

Salary Structure / Market-Related Component:

- 2) DHR will implement the new functional salary structure for nursing/healthcare positions. Fund a 5.5% equity adjustment (in addition to the recommended merit above) for nursing/healthcare positions⁵³ assigned to the new functional structure. Korn Ferry’s recommendation of a Nursing/Healthcare Salary Structure includes an average 14% market increase to grades (actual increase varies by pay grade).
 - a. The approximate cost of a 5.5% equity increase for nursing/healthcare positions will be provided in the next CEC Report.
- 3) DHR will implement the new functional salary structure for IT and Engineering positions. Fund a 5.5% equity adjustment (in addition to the recommended merit above) for IT and engineering positions⁵⁴ assigned to the new functional structure. Korn Ferry’s recommendation of an IT/Engineering Salary Structure includes an average 14% market increase to grades (actual increase varies by pay grade).
 - a. The approximate cost of a 5.5% equity increase for IT and engineering positions will be provided in the next CEC Report.

⁵³ Jobs included in the Nursing/Healthcare Salary Structure, Appendix AA.

⁵⁴ Jobs included in the IT & Engineering Salary Structure, Appendix AB.

AGENCY SALARY SAVINGS INFORMATION

Salary savings is generated when an agency's personnel expenditures are less than their Personnel Cost (PC) appropriation for any given fiscal year. This can occur for several reasons, with the most common cause being turnover. One-time savings is generated during the time it takes to refill a position following a separation. For example, if it takes 60 days to hire for a \$20.00 an hour position, approximately \$6,400 is saved in one-time savings. Ongoing salary savings is generated when a position is filled at a lower salary. For example, if an employee retires earning \$40.00 an hour and their successor is hired at \$30.00 an hour, the agency has generated \$10.00 an hour in ongoing salary savings. (The reverse also can occur with the new hire starting at a higher salary due to the market causing severe recruitment challenges.) Other situations causing salary savings may include the agency being appropriated more PC than its projected costs, or an agency may decide not to fill a vacancy.

The use of salary savings is a helpful tool for most agencies to conduct business without needing to continually request line-item supplemental funding from the Legislature throughout any given year. Agencies commonly use savings to:

- Fund new or unexpected personnel expenditures, such as temporary or permanent pay increases, bonuses, paid overtime, and leave balance payouts (Idaho does not regularly budget for paid overtime and leave balance payouts);
- Address internal equity/compression issues;
- Address external equity issues caused by market salary deficits (including payline exception assignments);
- Early implement CEC;
- Transfer to operating, capital outlay, or trustee and benefit payments, as needed; and
- Revert to appropriated fund.

Since salary savings is primarily connected to turnover and personnel appropriation, agencies may vary greatly in their ability to generate savings from one year to the next. While turnover can generate salary savings, it can also cause the agency to incur unplanned expenditures with leave balance payouts, double fills (when determined necessary), and recruitment costs. Not all agencies are equal in their ability to generate salary savings. During FY 2022, the average vacancy rate of agencies within the executive branch varied from 0% to 21%. The average time to fill a vacancy also varies by agency. For example, PERSI averaged 31 days, while Idaho State Police averaged 81 days.

Senate Bill 1051 – Amended Section 67-5309C

During the 2021 Legislative Session, the passage of Senate Bill 1051 amended section 67-5309C(2), Idaho Code to include:

“The (CEC) report must include the total amount of salary savings realized in the previous budget year and must include information regarding the dispensation of such funds, including but not limited to the amount that was reverted back, any funds used for ongoing employee raises, funds used for onetime employee stipends, and funds expended for any other purposes.”

During 2021 committee meetings addressing Senate Bill 1051, DHR and SCO shared concerns with the Legislature about the current statewide system not being equipped to pull the correct data to accurately calculate salary savings. SCO has explored this topic for several years and given the limitations associated with the budgeting/appropriation methodologies and archaic system, it is just not possible. The administrative burden put on agencies to obtain the salary savings data would be significant.

In 2014, the Joint Legislative Oversight Committee asked the Office of Performance Evaluations (“OPE”) to measure the extent to which agencies use salary savings as a compensation tool.⁵⁵ OPE was further asked to describe the benefits and potential negative effects of using salary savings and to provide policy considerations for the Legislature. OPE noted in Evaluation Report 15-01, that “In concept, salary savings is simple. However, calculating salary savings for managerial and policy decisions is complicated. Neither the statewide accounting system nor the statewide payroll system capture key data points necessary to precisely calculate salary savings.”

OPE conducted a longitudinal study analyzing a decade’s worth of data from the state system to provide the most consistent estimate of salary savings, while noting the state system “reports do not reliably differentiate between salary savings realized from a one-time event (e.g., savings generated for the time a funded position is vacant) or ongoing salary savings (e.g., an agency’s personnel appropriation for one of its programs is higher than the projected personnel costs). These key pieces of information are necessary to properly manage and use salary savings.” OPE did not gather data directly from each agency, noting that the data collection would have taken longer than the time allotted for the release of their report.

Following the passage of Senate Bill 1051, DHR developed a survey of 47 questions using Google forms to collect the necessary information from agencies to comply with amended Code. The questions were developed using the amended statute language. This salary savings report may not represent the legislative intent because it does not include unplanned PC expenditures. For example, if an agency issues a few employees temporary bonuses to address additional responsibilities they have absorbed while a budgeted position is vacant, these one-time bonuses will be reflected in PC expenditures. In other words, expenditures will include both planned (not salary savings) and unplanned (salary savings) one-time and ongoing increases.

⁵⁵ Office of Performance Evaluations Idaho Legislature. (2015, January). *Use of Salary Savings to fund Employee Compensation*. <https://legislature.idaho.gov/wp-content/uploads/OPE/Reports/r1501.pdf>.

Another example includes early implementation of CEC. If an agency has salary savings, they may choose to early implement CEC. This PC expenditure will reduce the amount of reported salary savings and be included in PC expenditures.

The amount of salary savings is equal to the total amount of reverted PC. Also, PC reverted back does not necessarily mean available cash that can be spent. For example, reverted federal and dedicated funds are restrictive. And the amount of PC reverted to the General Fund is not broken down by one-time or ongoing.

All executive branch agencies were included in this data collection. In addition, salary savings data was received for the Office of the Governor, Office of the Lieutenant Governor, Office of the State Controller, Office of the Secretary of State, and the Superintendent of Public Instruction.

Of the \$1.6B of PC appropriated, 2.5% was spent on (planned and unplanned) ongoing employee raises⁵⁶ and 0.5% on (planned and unplanned) one-time employee stipends.⁵⁷ Total PC expenditures accounted for 88% of the PC appropriated for FY 2022. Total PC transferred to other objects accounted for 5% of the PC appropriation. Of this 5%, 1.5% was transferred to Operating Expenditures (“OE”), 0.4% to Capital Outlay (“CO”), and 3% to Trustee/Benefit Payments.⁵⁸ Of the \$1.6B of PC appropriated, 6.7% was reverted with 1.2% of this identified as ongoing salary savings and 5.5% as one-time only salary savings. Of the 6.7% reverted, only 0.5% is General Fund.

The following table summarizes data collected from executive branch agencies and participating Elected Officials:

| | Executive Agencies | Executive Agencies + Participating Elected Officials |
|---------------------------------------|-------------------------|--|
| PC Appropriation | \$1,554,264,870 | \$1,581,814,692 |
| Amount spent on one-time bonuses | \$7,789,212 0.5% | \$9,215,872 0.6% |
| Amount spent on ongoing increases | \$38,477,921 2.5% | \$38,644,247 2.4% |
| Total PC Expended | \$1,373,033,229 88.3% | \$1,398,089,945 88.4% |
| Difference | \$181,231,641 11.7% | \$183,724,747 11.6% |
| Total PC Transferred | \$77,278,169 5.0% | \$77,665,326 4.9% |
| Total PC Reverted | \$103,951,813 6.7% | \$106,057,762 6.7% |
| PC Reverted – General Fund | \$7,840,275 0.5% | \$8,258,069 0.5% |
| One-time only salary savings reverted | \$85,971,200 5.5% | \$87,218,449 5.5% |
| Ongoing salary savings reverted | \$17,980,974 1.2% | \$18,839,674 1.2% |

⁵⁶ Ongoing employee raises include merit, equity, and payline move pay adjustments.

⁵⁷ One-time employee stipends include bonuses, temporary merits, etc.

⁵⁸ Last year, CTE did not include funding transferred to schools, but the \$43M is included this year’s report.

Appendix A - Glossary

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

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

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

Maximum Pay Rate: Highest allowable salary of the pay grade.

Minimum Pay Rate: Lowest allowable salary of the pay grade.

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

Pay Grade: Alphabetical indicator of pay range assigned to each job classification.

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

Pay Range: The span between the minimum and maximum salaries.

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

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

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

Specific Occupational Inequity: See Payline Exception.

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

Appendix B - Korn Ferry Total Compensation Report



Contents & Objectives

| | | |
|---|---|----|
| 1 | PROCESS AND METHODOLOGY | 3 |
| 2 | SALARY MARKET COMPETITIVENESS | 6 |
| 3 | BENEFITS MARKET COMPETITIVENESS | 10 |
| 4 | TOTAL COMPENSATION MARKET COMPETITIVENESS | 27 |
| 5 | APPENDIX | 35 |

The Idaho requested an update of the total compensation analysis last conducted in 2021. Specifically, Korn Ferry was asked to do the following:

- ✓ Compile salary market analysis results from published, custom and Korn Ferry survey sources
- ✓ Conduct benefits market analysis
- ✓ Determine total compensation market position
- ✓ Support CEC report updates
- ✓ Present findings to legislative committee in 2023



© 2022 Korn Ferry. All rights reserved | 2

Process & Methodology (continued)

The following comparator markets from Korn Ferry's database were used for the 2022 benefits analysis:

- General Market – General market (private sector) organizations with employees in Idaho, as well as Nevada, Oregon, Utah and Washington contained in Korn Ferry's current benefits database

- Public Sector Market – Public sector organizations (states, counties, cities, etc.) in the West, excluding California
- Refer to the appendix for more details regarding KF's methodology and the market comparator groups

| Statistic | Definition |
|-------------------------|--|
| P25 | P25 is the 25th Percentile, meaning that 75% of the market data is above this point, and 25% is below |
| P50 / Median | P50 is the Median, meaning that 50% of the market data is above this point, and 50% is below |
| P75 | P75 is the 75th Percentile, meaning that 25% of the market data is above this point, and 75% is below |
| Market Average | Average pay in the external labor market as determined by published salary surveys for similar jobs in the market |
| Weighted Average | Average salary by job that takes into consideration the number of employees in a particular job. The more incumbents in a job, the more "weight" the average salary for that position will have in the calculation |



2 Salary Market Competitiveness



© 2022 Korn Ferry. All rights reserved | 6

Salary Market Competitiveness

- Certain jobs/job families have improved their competitive position in the market, while some jobs have moved further behind. In aggregate, the State's market position for actual cash has declined relative to the both public and private sector markets compared to 2021

| Cash Area | Idaho vs. Private Sector Market Average | | Idaho vs. Public Sector Market Average | | Idaho vs. Custom Survey Market Median | |
|-----------------------------|---|---------------|--|---------------|---------------------------------------|---------------|
| | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 |
| Actual Base Salaries | -26.1% | -30.7% | -7.6% | -13.9% | -9.2% | -10.4% |
| Base Salary Policy | -19.7% | -24.6% | 0.1% | -8.1% | N/A | N/A |

- The State's average wage by job is up over 8% overall, with grades E, F, and G up about 16% from last year
- Both Public and Private Sector market movements were higher than the average pay movement for the State, with Public Sector moving an average of 13%, and Private Sector moving about 10-12%
- With a 3.0% increase to Midpoints since last year, Idaho's policy lost competitiveness against this quickly moving market; however, actual average pay is over 6% below the policy
- The Private Sector and Public Sector results are based on KF's analysis of external survey data provided and compiled by the State of Idaho, plus KF's database for employees located in Idaho. Each private sector survey source is equally weighted
- The Custom Survey results are based on the findings of the recently conducted survey by Milliman



Salary Market Competitiveness

To compare the competitiveness of total compensation, the Private Sector and Public Sector salary data were aggregated as follows:

- Jobs were grouped by pay grade
- Jobs were weighted by number of incumbents
- Jobs were excluded from the analysis on the following basis:
 - Skilled trades and health care positions that are typically paid a premium and may fall outside of standard pay ranges
 - There are no current incumbents in the position
- The jobs included cover 7,661 employees out of a total of approximately 12,394, or 62% of incumbents
- The comparisons outlined on the following page are the basis for the total compensation charts shown in Section 4



Salary Market Competitiveness

Salary Comparison by Pay Grade

Actual Pay

| Grade | Idaho Employees | | Idaho Average Salary | Private | | Public | |
|---------|-----------------|--------|----------------------|-----------------------|---------------|-----------------------|---------------|
| | # | % | | Market Average Salary | Idaho % Diff | Market Average Salary | Idaho % Diff |
| V | 7 | 0.1% | \$252,392 | \$195,047 | N/A | \$223,911 | 13% |
| R | 3 | 0.0% | \$138,833 | \$163,036 | -15% | N/A | N/A |
| Q | 14 | 0.2% | \$126,315 | \$179,556 | -30% | \$125,376 | 1% |
| P | 91 | 1.2% | \$101,645 | \$157,703 | -36% | \$121,789 | -17% |
| O | 133 | 1.7% | \$93,365 | \$139,900 | -33% | \$103,254 | -10% |
| N | 280 | 3.7% | \$83,481 | \$121,738 | -31% | \$99,438 | -16% |
| M | 829 | 10.9% | \$72,771 | \$101,554 | -28% | \$73,517 | -1% |
| L | 1339 | 17.6% | \$62,660 | \$87,535 | -28% | \$70,884 | -12% |
| K | 983 | 12.9% | \$55,114 | \$76,870 | -28% | \$63,269 | -13% |
| J | 764 | 10.0% | \$47,100 | \$66,631 | -29% | \$50,198 | -6% |
| I | 1331 | 17.5% | \$45,695 | \$58,903 | -22% | \$57,113 | -20% |
| H | 1253 | 16.5% | \$38,083 | \$49,587 | -23% | \$47,356 | -20% |
| G | 326 | 4.3% | \$35,124 | \$43,811 | -20% | \$41,158 | -15% |
| F | 55 | 0.7% | \$34,504 | \$41,474 | -17% | \$45,259 | -24% |
| E | 199 | 2.6% | \$30,453 | \$38,096 | -20% | \$33,755 | -10% |
| Overall | 7607 | 100.0% | | | -30.7% | | -13.9% |

Policy

| Idaho Annual Policy Wage | Private | | Public | |
|--------------------------|-----------------------|---------------|-----------------------|--------------|
| | Market Average Salary | Idaho % Diff | Market Average Salary | Idaho % Diff |
| \$203,549 | \$195,047 | N/A | \$223,911 | -9% |
| \$123,698 | \$163,036 | -24% | N/A | N/A |
| \$111,509 | \$179,556 | -38% | \$125,376 | -11% |
| \$101,317 | \$157,703 | -36% | \$121,789 | -17% |
| \$92,643 | \$139,900 | -34% | \$103,254 | -10% |
| \$85,488 | \$121,738 | -30% | \$99,438 | -14% |
| \$77,355 | \$101,554 | -24% | \$73,517 | 5% |
| \$68,453 | \$87,535 | -22% | \$70,884 | -3% |
| \$60,611 | \$76,870 | -21% | \$63,269 | -4% |
| \$54,142 | \$66,631 | -19% | \$50,198 | 8% |
| \$48,006 | \$58,903 | -19% | \$57,113 | -16% |
| \$41,122 | \$49,587 | -17% | \$47,356 | -13% |
| \$35,714 | \$43,811 | -18% | \$41,158 | -13% |
| \$31,429 | \$41,474 | -24% | \$45,259 | -31% |
| \$27,914 | \$38,096 | -27% | \$33,755 | -17% |
| | | -24.6% | | -8.1% |



3 Benefits Market Competitiveness



© 2022 Kern Ferry. All rights reserved | 10

Benefits Market Competitiveness

- The State's current overall competitive market position for benefits is consistent with the 2021 market position

| Benefit Area | Idaho vs. Private Sector Market | | Idaho vs. Public Sector Market | |
|-----------------------|---------------------------------|-------|--------------------------------|-------|
| | 2021 | 2022 | 2021 | 2022 |
| | Total Benefits | > P75 | > P75 | ~ P50 |
| Retirement | > P75 | > P75 | ~ P50 | ~ P50 |
| Health Care | > P75 | > P75 | ~ P50 | P50 |
| Disability | > P75 | > P75 | > P75 | > P75 |
| Life Insurance | ~ P50 | ~ P50 | > P75 | > P75 |

- Both the State's and private sector benefits positions remained fairly the same. There were no significant benefit changes and the market remained fairly the same.
- Charts and tables in this section illustrate the State's market position and highlight the key drivers of the benefits program value for the State

Total Benefits



Total Benefits

Idaho vs. Private Sector - Total Benefits



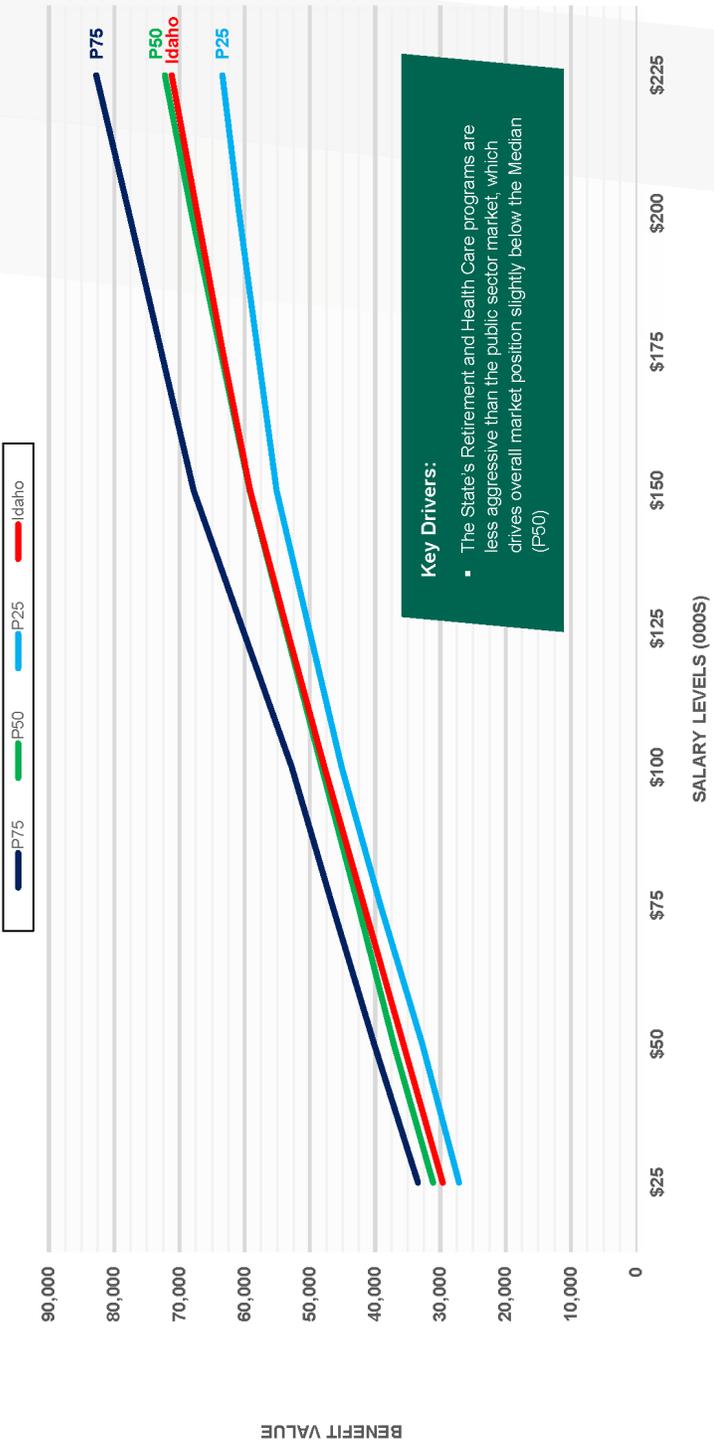
Key Drivers:

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



Total Benefits

Idaho vs. Public Sector - Total Benefits



Key Drivers:

- The State's Retirement and Health Care programs are less aggressive than the public sector market, which drives overall market position slightly below the Median (P50)



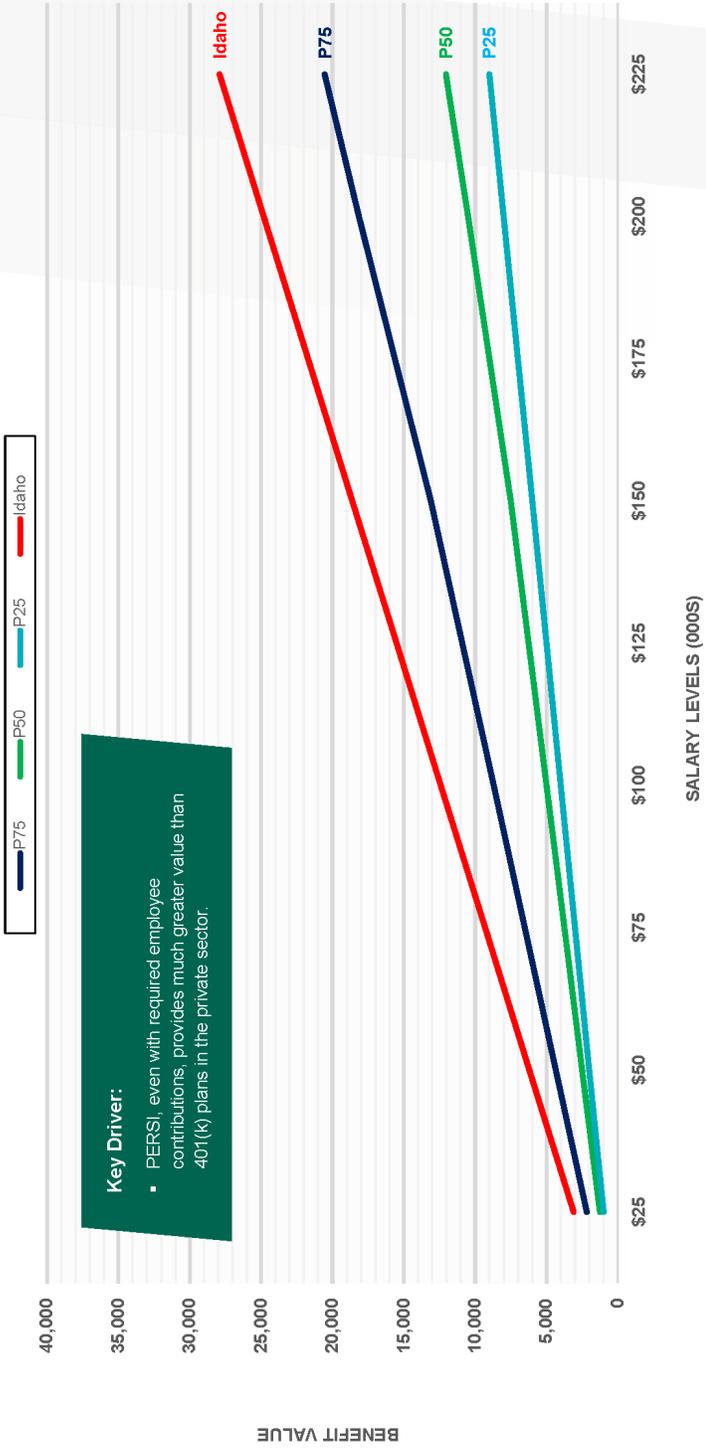
Benefits Review – Retirement

| Retirement | Key Findings |
|-----------------|---|
| Idaho | <ul style="list-style-type: none"> ▪ The State continues to provide employees with a defined benefit (DB) retirement program: <ul style="list-style-type: none"> • DB formula = 2% x highest 4 years pay x years of service <ul style="list-style-type: none"> - Employee contribution of 7.16%, up from 6.79% - Fully vested after 5 years - Guaranteed COLA based on CPI - Reduced early retirement at age 55 – 6% per year ▪ Employees may make contributions to a 401(k) or 457 plan provided by the State; however, the State does not make any contributions to these plans |
| Market | <ul style="list-style-type: none"> ▪ Defined Benefit DB plans are not common in the Private Sector (only 9%), however, they remain very prevalent with the Public Sector (82%) ▪ Companies typically require employee contributions in public sector defined benefit plans. Only the employer portion is valued. ▪ Both market groups offer Defined Contribution plans; however, most Public Sector organizations do not make contributions to these plans. In the Private Sector, DC plans such as 401(k) plans are the primary retirement vehicle for making employer contributions ▪ Employer retirement contributions to DC plans in the private sector are 4-5% at the median. Employer contributions are a combination of matching contributions and non-elective contributions |
| Private = > P75 | <ul style="list-style-type: none"> ▪ The State's DB plan continues to be competitive when compared to the Private Sector, where DB plans are not prevalent |
| Public = ~ P50 | <ul style="list-style-type: none"> ▪ The State's DB plan is just below market median when compared to other Public Sector organizations driven by the higher required employee contributions (7.16%) |



Retirement

Idaho vs. Private Sector - Retirement



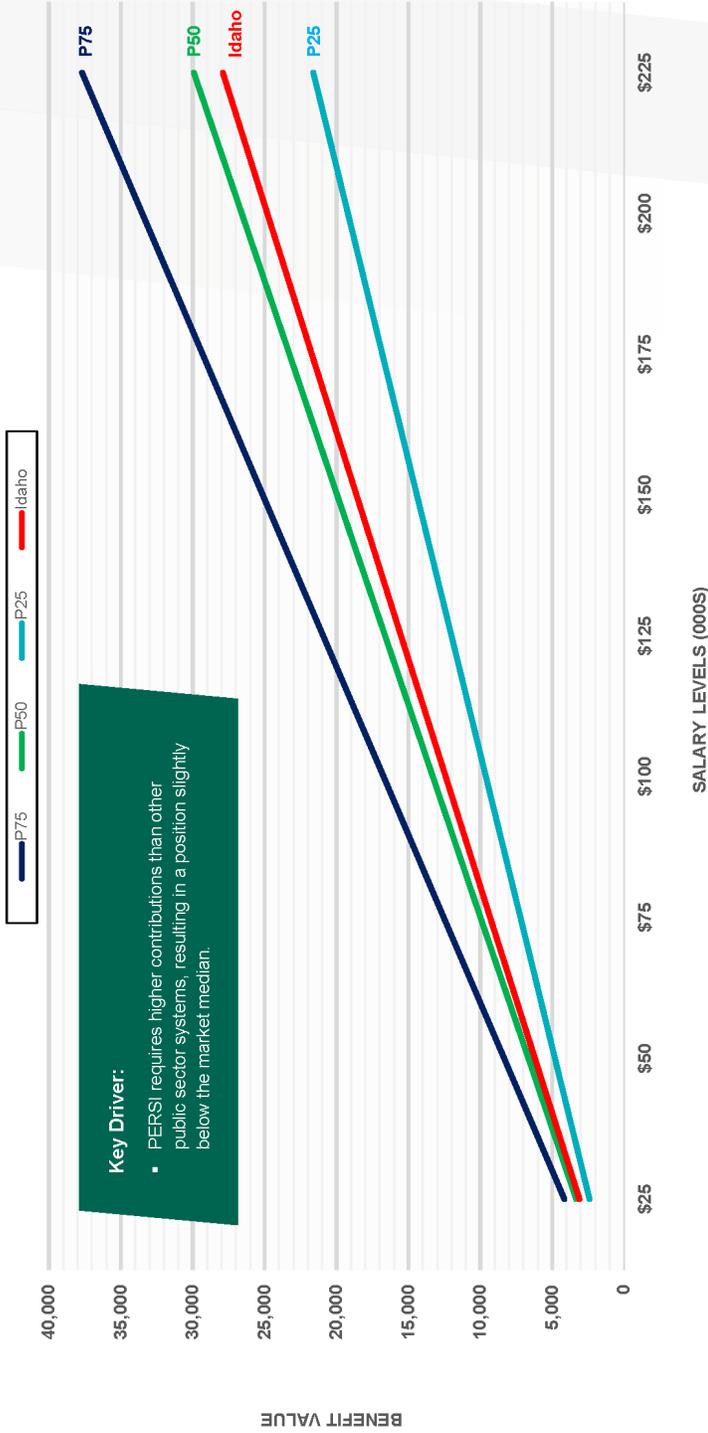
Key Driver:

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



Retirement

Idaho vs. Public Sector - Retirement



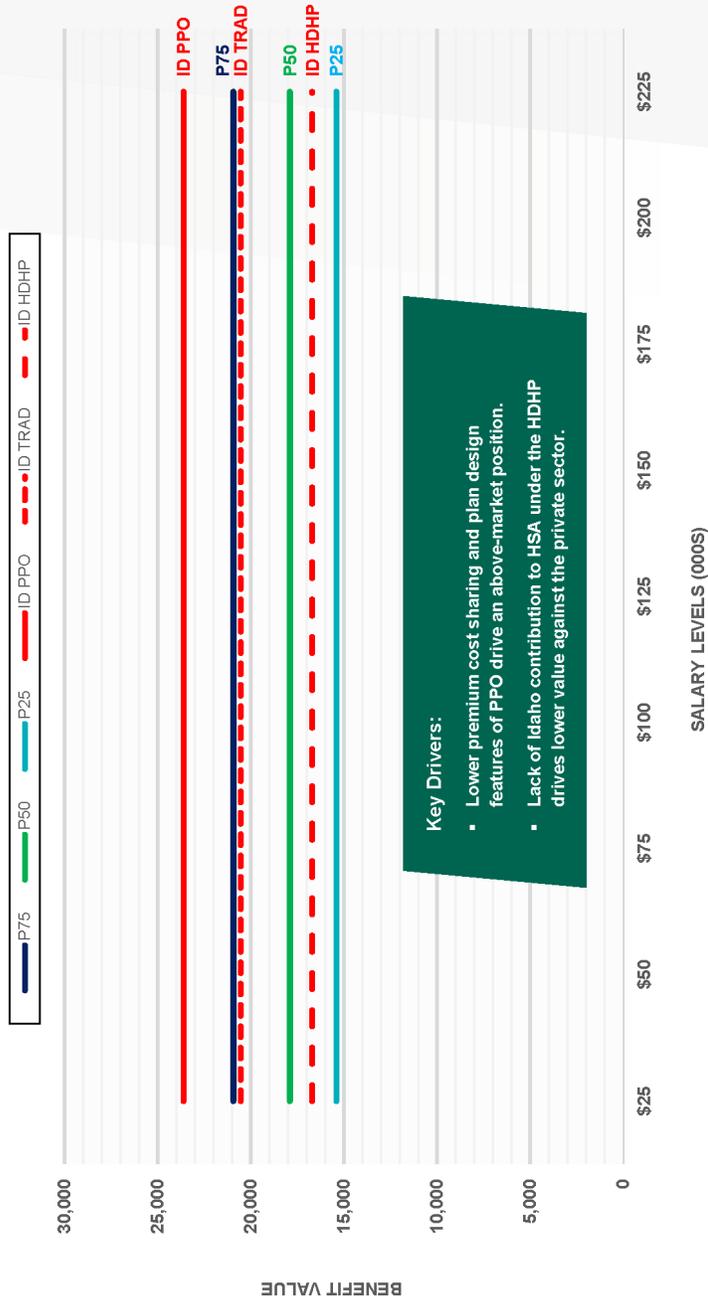
Benefits Review – Health Care

| Health Care | Key Findings |
|----------------------------------|--|
| <p>Idaho</p> | <ul style="list-style-type: none"> ▪ The State of Idaho provides employees with three (3) Medical/Rx plan options: <ul style="list-style-type: none"> • The PPO is the most prevalent plan; with employee contributions of 6% for single coverage and 22% for family coverage • The PPO has low deductibles (\$350/\$950) and out-of-pocket limits (\$3,250/\$6,750), with 15% coinsurance for In-Network services ▪ The State also provides dental coverage, with employee cost-share of 36% for single coverage and 84% for family coverage. The State's dental plan provides coverage of 100% for preventive, 80% for basic, and 50% for major services ▪ Vision coverage is bundled under the medical plan and included in the medical premiums |
| <p>Market</p> | <ul style="list-style-type: none"> ▪ A PPO (84%) is the prevalent plan type in the Private Sector Market. Plan design features have remained consistent: <ul style="list-style-type: none"> • Median deductible of \$750/\$2,000, out-of-pocket max of \$3,500/\$7,000 and 15-20% coinsurance • HDHPs are offered by 61% of the market. HDHPs are the most prevalent for 28% of the market • Employees pay approximately 20-30% of medical premiums, 35% of dental and 100% of vision ▪ A PPO is the prevalent plan type in the Public Sector Market <ul style="list-style-type: none"> • Median deductible of \$750/\$1,500, out-of-pocket maximum of \$3,500/\$7,000 and 15% coinsurance • Employees pay approximately 15-25% of medical premiums, 35% of dental and 100% of vision |
| <p>Private = > P75</p> | <ul style="list-style-type: none"> ▪ The State's PPO and Traditional plan are both more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance) |
| <p>Public = ~ P50</p> | <ul style="list-style-type: none"> ▪ The State's PPO health care plan is slightly below the public sector market median. It should be noted that public sector health care programs do not vary as significantly as they do in the private sector |



Health Care

Idaho vs. Private Sector - Health Care



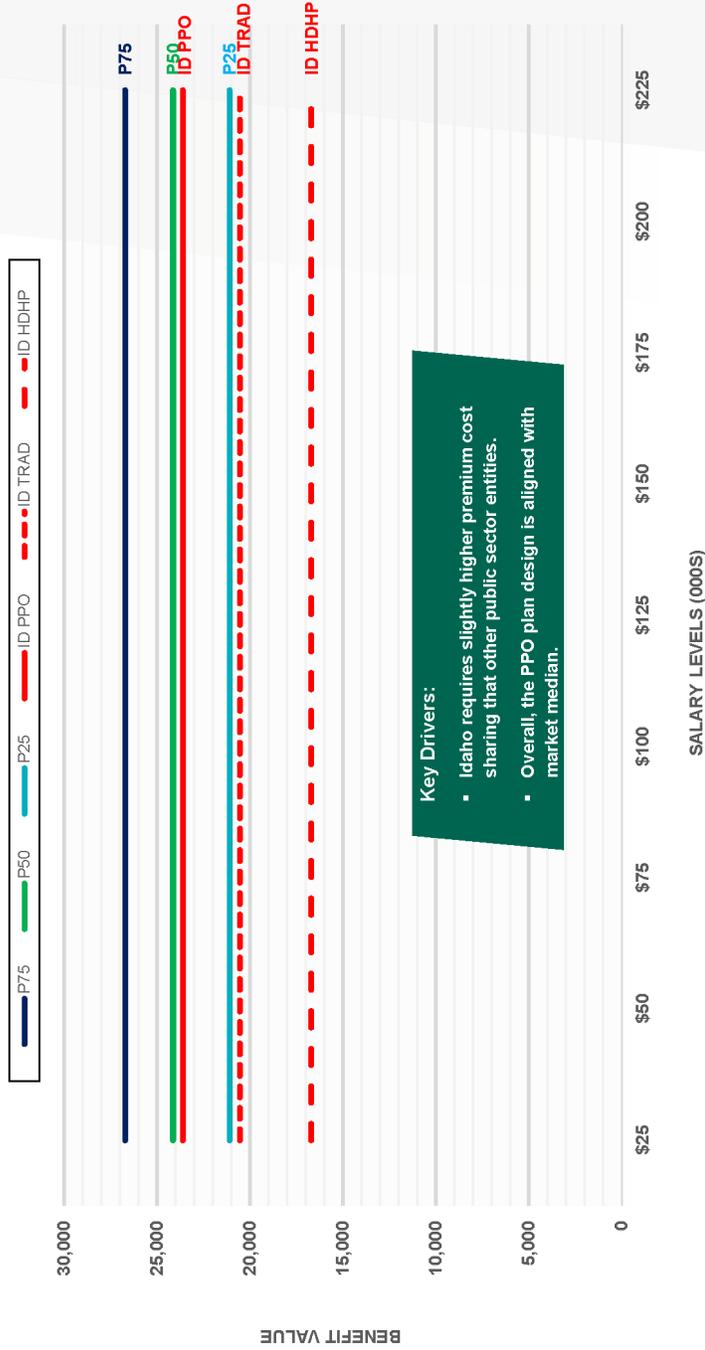
Key Drivers:

- Lower premium cost sharing and plan design features of PPO drive an above-market position.
- Lack of Idaho contribution to HSA under the HDHP drives lower value against the private sector.



Health Care

Idaho vs. Public Sector - Health Care



Key Drivers:

- Idaho requires slightly higher premium cost sharing than other public sector entities.
- Overall, the PPO plan design is aligned with market median.



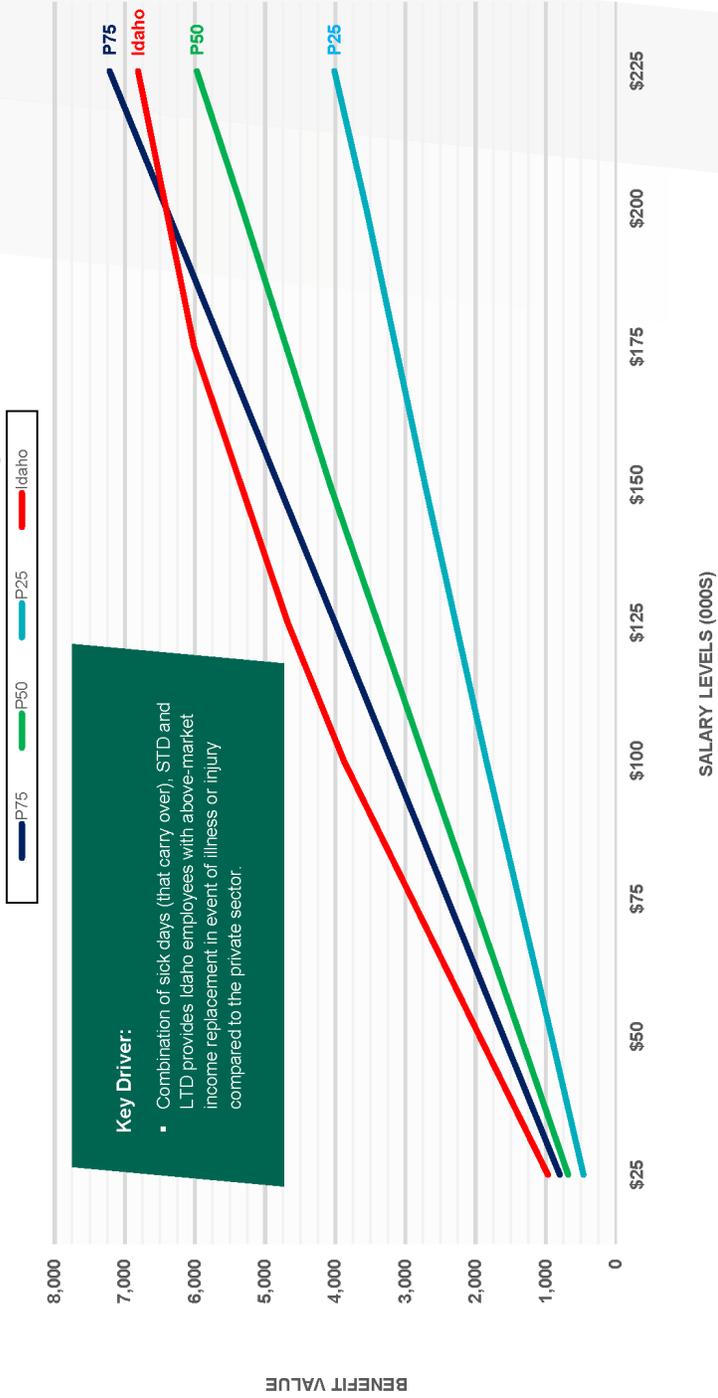
Benefits Review – Disability

| Disability | Key Findings |
|-----------------|---|
| Idaho | <ul style="list-style-type: none"> ▪ Sick Leave: State employees accrue sick pay (4 hours per pay period - 12 days per year) with no limit on carryover into the following year <ul style="list-style-type: none"> • By not limiting carryover, employees may be able to use their sick leave to help cover short-term illnesses/disability at 100% of pay ▪ Short Term Disability (STD): after a 30-day waiting period, the State provides employees with an employer-paid STD program for a period up to 26 weeks covering 60% of pay up to \$6,000 monthly ▪ Long Term Disability (LTD): the State provides an LTD benefit of 60% up to a \$6,000 monthly maximum after 26 weeks, ending at age 70 |
| Market | <ul style="list-style-type: none"> ▪ Sick Days / Leave: 5 to 7 sick days annually (with no carryover) is prevalent in the Private Sector, while 10-12 days is more common in the Public Sector. Carry over of sick days continues to be prevalent in the Public Sector, but is not in the private sector ▪ STD: Employer-paid STD is more prevalent in the Private Sector but has some prevalence in the Public Sector. The median STD benefit is 60% of pay ▪ LTD: 60% employer-paid benefit is most prevalent in both the Public and Private Sector markets <ul style="list-style-type: none"> • Monthly LTD maximums are higher in the private sector (\$10,000 at the median) than the public sector (\$6,000) |
| Private = > P75 | |
| Public = > P75 | <ul style="list-style-type: none"> ▪ The State's combination of sick days (100% of pay), employer paid STD (60% of pay) and employer paid LTD (60% of pay) is above market practice and provides very competitive income replacement |



Disability

Idaho vs. Private Sector - Disability

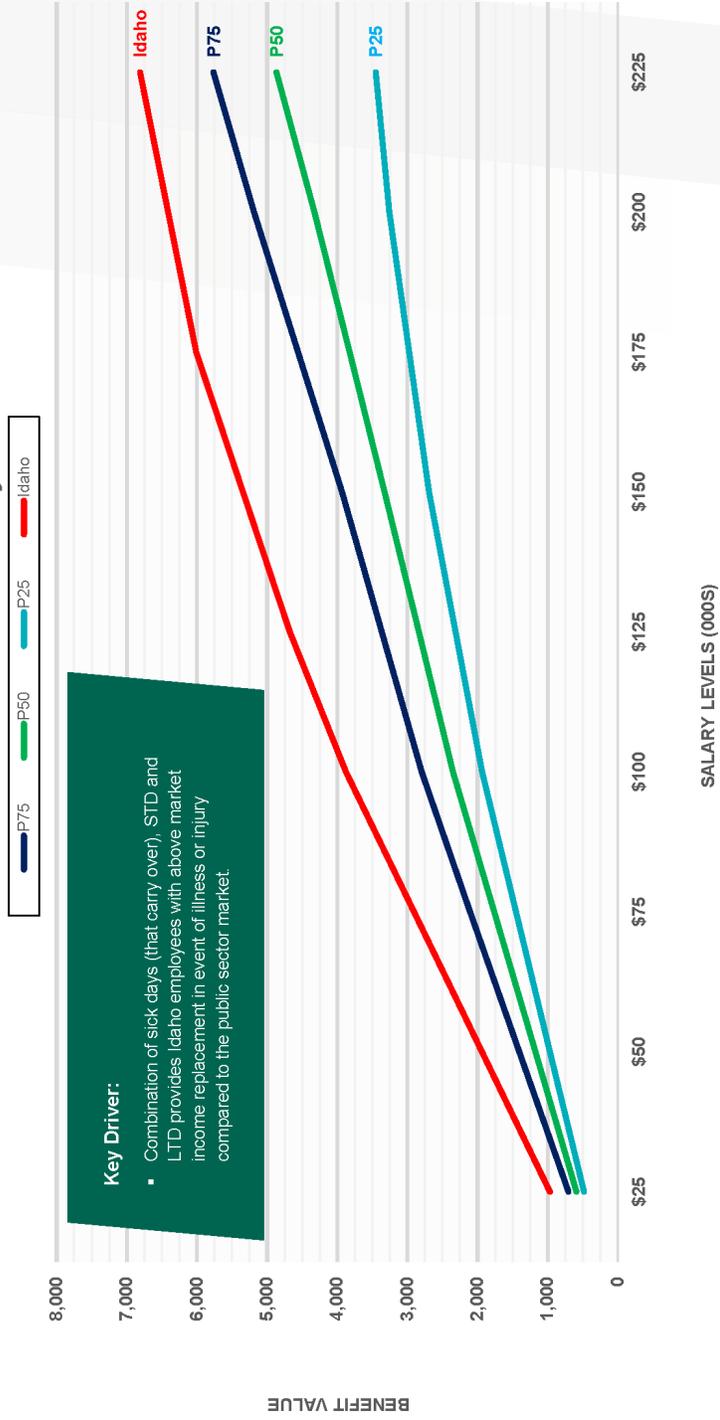


Key Driver:

- Combination of sick days (that carry over), STD and LTD provides Idaho employees with above-market income replacement in event of illness or injury compared to the private sector.

Disability

Idaho vs. Public Sector - Disability



© 2022 Korn Ferry. All rights reserved | 22



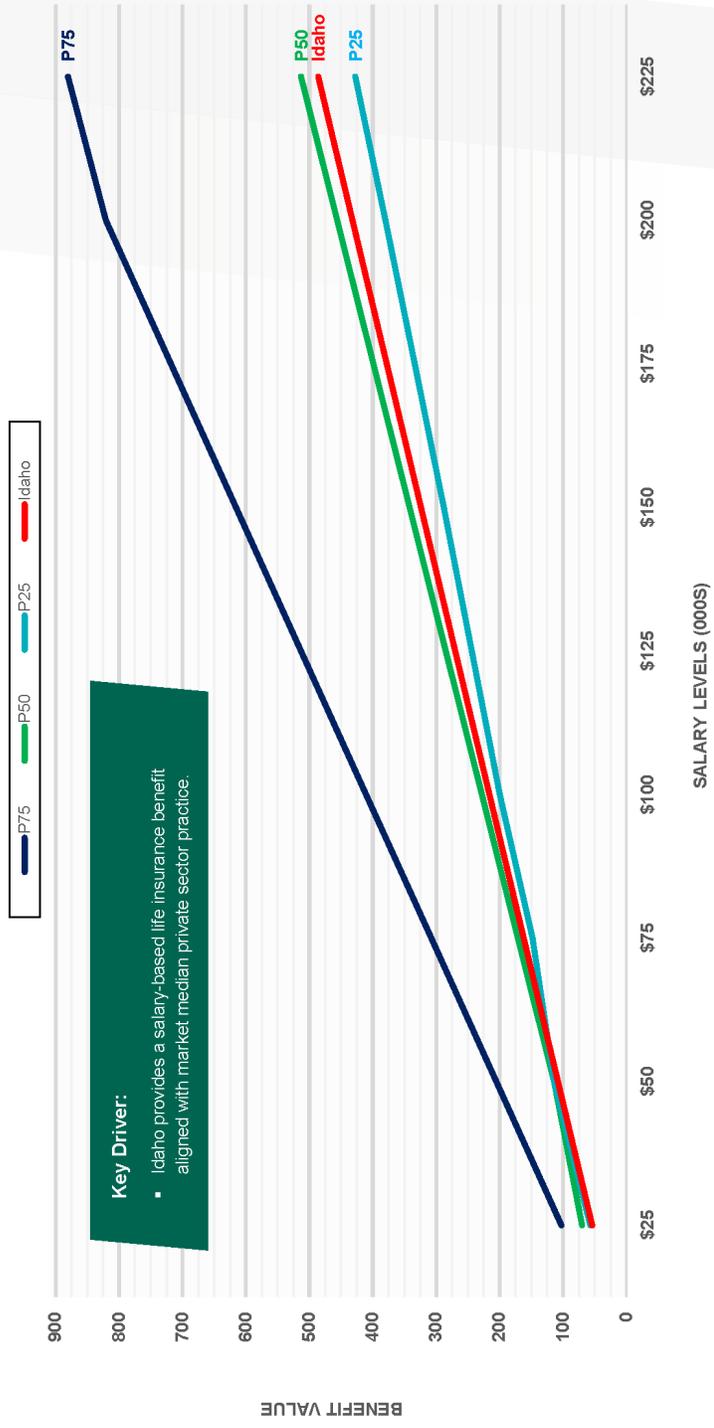
Benefits Review – Life Insurance

| Life Insurance | Key Findings |
|-----------------|---|
| Idaho | <ul style="list-style-type: none"> ▪ The State provides employees with basic life and accidental death and dismemberment (AD&D) benefits of 1 times salary with no maximum • The benefit includes not only employee benefits but also \$10,000 in spousal life coverage and \$5,000 in dependent life coverage (State paid) • Supplemental life coverage of an additional 1 to 3 times pay is available to employees, and spouse coverage of up to \$10,000 and child coverage of \$1,000 (all employee paid). |
| Market | <ul style="list-style-type: none"> ▪ The prevalent Public Sector practice is to provide a flat basic life benefit or a salary-based benefit that caps the benefit for anyone earning more than \$50,000 ▪ In the Private Sector group, all provide a percentage of salary benefit (median of 1 times salary) |
| Private = ~ P50 | <ul style="list-style-type: none"> ▪ The State's benefit for life insurance is aligned with the Private Sector market median |
| Public = > P75 | <ul style="list-style-type: none"> ▪ The State's salary-based life insurance benefit with no maximum is above the Public Sector market |



Life Insurance

Idaho vs. Private Sector - Life Insurance



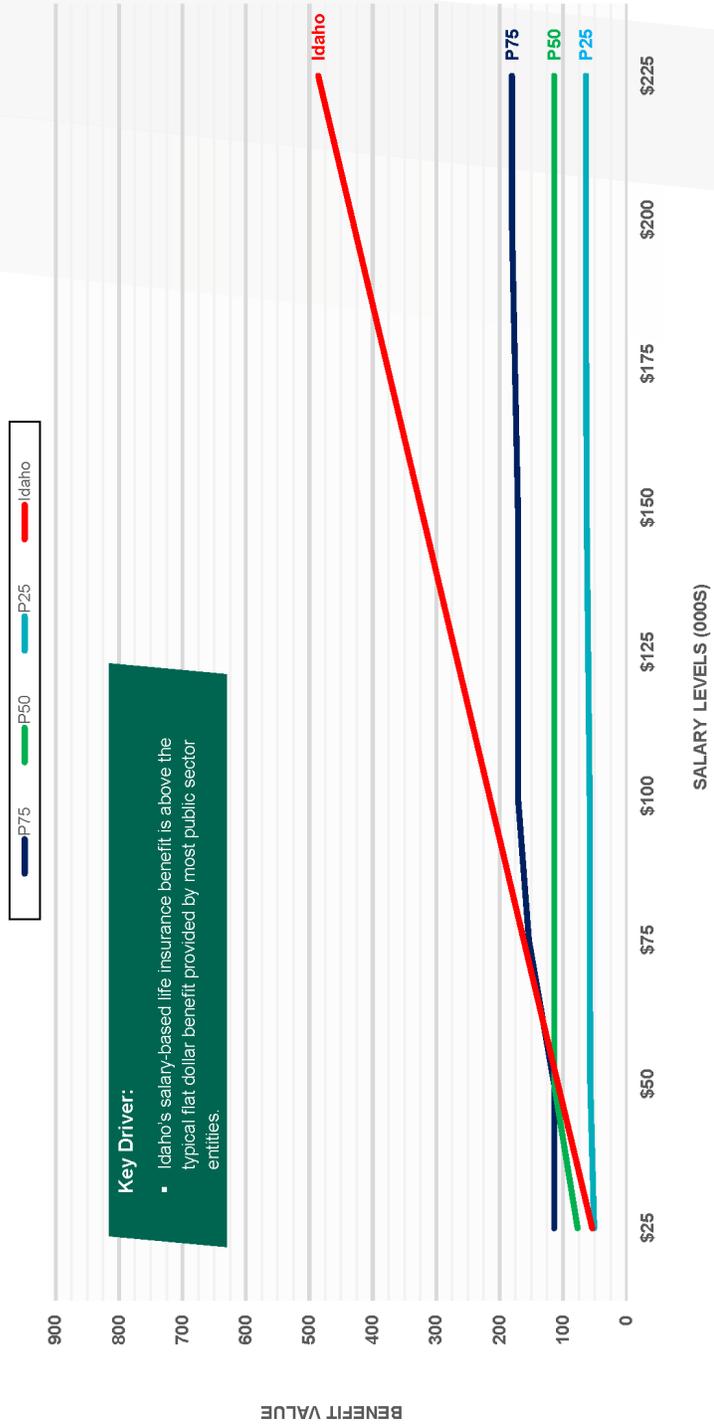
Key Driver:

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



Life Insurance

Idaho vs. Public Sector - Life Insurance



Key Driver:

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



Other Benefits

Benefits Review – Other Benefits

| Other Common Benefits | Idaho | Description |
|--|---------|--|
| Flexible Spending Accounts (Health and Dependent Care) | Provide | Very common, these are set up to allow employees to make pre-tax contributions (up to a legal maximum established each year) for use in paying for healthcare costs such as medical copayments and dependent day care costs. They may be set up to pay for adoption costs. |
| Health and Financial Wellness Programs | Provide | These are becoming very common with a goal to provide the health support and to provide resources to help workers manage short and long-term finances. This can include a variety of programs such as EAP, services aimed at financial wellness like purchase programs, mortgage, home/auto, and standard wellness offerings. |
| Leave Benefits | Provide | Unpaid Leave Benefits, such as medical leave and personal leave. Paid Leave Benefits, such as sick leave, bereavement, jury duty, maternity, adoption, etc. |
| Transportation Accounts | No | These accounts are sponsored by the employer to allow the employee to contribute funds for parking or public transportation with pre-tax funds (up to a legal maximum established each year). |
| Tuition Reimbursement | Varies | Tuition reimbursement varies by each State agency's policy. Companies that offer tuition reimbursement typically agree to pay a set amount or percentage of your tuition and other education expenses for a degree or study program. Typically, your employer will require you to pay for everything on your own first. |
| Student Loan Reimbursement | Varies | The State has a loan repayment program limited to few jobs. Student loan reimbursement programs are emerging trends. Given the increasing amount of debt students are facing, employers are giving more consideration to these programs as an attractive recruitment and retention strategy. The programs range from loan management and advice all the way up to repayment assistance. |



4 Total Compensation Market Competitiveness



© 2022 Korn Ferry. All rights reserved | 27

Total Compensation Market Competitiveness

| Pay Component | Idaho vs. Private Sector Market | | Idaho vs. Public Sector Market | |
|--------------------|---------------------------------|--------|--------------------------------|-------|
| | 2021 | 2022 | 2021 | 2022 |
| | Salary | -26.1% | -30.7% | -7.6% |
| Benefits | 16.3% | 8.7% | -4.5% | -6.2% |
| Total Compensation | -12.2% | -15.0% | -6.7% | -8.9% |

- **Private Sector** – Idaho’s base salary market position is down from 2021 to 2022 and is more than 30% below the market average. Below market salaries continue to depress the overall value of benefits, resulting in a total compensation market position that is 15% below market average
- **Public Sector** – With a slightly lower base salary market position compared to 2021, and a decreased benefits position, total compensation continues to trail market average



Total Compensation Market Competitiveness

Total Compensation Comparison by Pay Grade – Private Sector

| Grade | Idaho Employees | | Idaho | | Private | | Benefits Values | | | Total Compensation | | | |
|---------|-----------------|--------|-----------------|---------|-----------------|---------|-----------------|----------|---------|--------------------|-----------|---------|---------------|
| | # | % | Weighted Salary | Idaho % | Weighted Salary | Idaho % | Idaho | Private | Idaho % | Idaho | Private | Idaho % | Diff |
| V | 7 | 0.1% | \$252,392 | N/A | \$195,047 | N/A | \$76,219 | N/A | N/A | \$328,611 | N/A | n/a | |
| R | 3 | 0.0% | \$138,833 | -15% | \$163,036 | -15% | \$56,334 | \$48,570 | 16% | \$195,167 | \$211,606 | -8% | |
| Q | 14 | 0.2% | \$126,315 | -30% | \$179,556 | -30% | \$53,454 | \$50,481 | 6% | \$179,769 | \$230,037 | -22% | |
| P | 91 | 1.2% | \$101,645 | -36% | \$157,703 | -36% | \$47,777 | \$47,953 | 0% | \$149,422 | \$205,656 | -27% | |
| O | 133 | 1.7% | \$93,365 | -33% | \$139,900 | -33% | \$45,820 | \$45,324 | 1% | \$139,185 | \$185,224 | -25% | |
| N | 280 | 3.7% | \$83,481 | -31% | \$121,738 | -31% | \$43,469 | \$42,199 | 3% | \$126,950 | \$163,937 | -23% | |
| M | 829 | 10.9% | \$72,771 | -28% | \$101,554 | -28% | \$40,922 | \$38,725 | 6% | \$113,692 | \$140,280 | -19% | |
| L | 1339 | 17.6% | \$62,660 | -28% | \$87,535 | -28% | \$38,516 | \$35,949 | 7% | \$101,176 | \$123,484 | -18% | |
| K | 983 | 12.9% | \$55,114 | -28% | \$76,870 | -28% | \$36,721 | \$33,803 | 9% | \$91,835 | \$110,673 | -17% | |
| J | 764 | 10.0% | \$47,100 | -29% | \$66,631 | -29% | \$34,815 | \$31,858 | 9% | \$81,916 | \$98,490 | -17% | |
| I | 1331 | 17.5% | \$45,695 | -22% | \$58,903 | -22% | \$34,481 | \$30,410 | 13% | \$80,176 | \$89,313 | -10% | |
| H | 1253 | 16.5% | \$38,083 | -23% | \$49,587 | -23% | \$32,670 | \$28,662 | 14% | \$70,753 | \$78,249 | -10% | |
| G | 326 | 4.3% | \$35,124 | -20% | \$43,811 | -20% | \$31,966 | \$27,557 | 16% | \$67,091 | \$71,368 | -6% | |
| F | 55 | 0.7% | \$34,504 | -17% | \$41,474 | -17% | \$31,819 | \$27,109 | 17% | \$66,323 | \$68,583 | -3% | |
| E | 199 | 2.6% | \$30,453 | -20% | \$38,096 | -20% | \$30,855 | \$26,463 | 17% | \$61,308 | \$64,559 | -5% | |
| Overall | 7607 | 100.0% | | | | | | | | | | | -15.0% |



Total Compensation Market Competitiveness

Total Compensation Comparison by Pay Grade – Public Sector

| Grade | Idaho Employees | | Idaho | | Public | | Benefits Values | | | Total Compensation | | |
|---------|-----------------|--------|-----------------|--------------|-----------------|--------------|-----------------|----------|--------------|--------------------|-----------|--------------|
| | # | % | Weighted Salary | Idaho % Diff | Weighted Salary | Idaho % Diff | Idaho | Public | Idaho % Diff | Idaho | Public | Idaho % Diff |
| V | 7 | 0.1% | \$252,392 | 13% | \$223,911 | 13% | \$76,219 | \$71,403 | 7% | \$328,611 | \$295,314 | 11% |
| R | 3 | 0.0% | \$138,833 | N/A | N/A | N/A | \$56,334 | N/A | N/A | \$195,167 | N/A | N/A |
| Q | 14 | 0.2% | \$126,315 | 1% | \$125,376 | 1% | \$53,454 | \$55,017 | -3% | \$179,769 | \$180,393 | 0% |
| P | 91 | 1.2% | \$101,645 | -17% | \$121,789 | -17% | \$47,777 | \$54,140 | -12% | \$149,422 | \$175,929 | -15% |
| O | 133 | 1.7% | \$93,365 | -10% | \$103,254 | -10% | \$45,820 | \$49,612 | -8% | \$139,185 | \$152,866 | -9% |
| N | 280 | 3.7% | \$83,481 | -16% | \$99,438 | -16% | \$43,469 | \$48,681 | -11% | \$126,950 | \$148,119 | -14% |
| M | 829 | 10.9% | \$72,771 | -1% | \$73,517 | -1% | \$40,922 | \$42,436 | -4% | \$113,692 | \$115,953 | -2% |
| L | 1339 | 17.6% | \$62,660 | -12% | \$70,884 | -12% | \$38,516 | \$41,801 | -8% | \$101,176 | \$112,686 | -10% |
| K | 983 | 12.9% | \$55,114 | -13% | \$63,269 | -13% | \$36,721 | \$39,965 | -8% | \$91,835 | \$103,234 | -11% |
| J | 764 | 10.0% | \$47,100 | -6% | \$50,198 | -6% | \$34,815 | \$36,813 | -5% | \$81,916 | \$87,011 | -6% |
| I | 1331 | 17.5% | \$45,695 | -20% | \$57,113 | -20% | \$34,481 | \$38,481 | -10% | \$80,176 | \$95,594 | -16% |
| H | 1253 | 16.5% | \$38,083 | -20% | \$47,356 | -20% | \$32,670 | \$36,128 | -10% | \$70,753 | \$83,484 | -15% |
| G | 326 | 4.3% | \$35,124 | -15% | \$41,158 | -15% | \$31,966 | \$34,635 | -8% | \$67,091 | \$75,793 | -11% |
| F | 55 | 0.7% | \$34,504 | -24% | \$45,259 | -24% | \$31,819 | \$35,623 | -11% | \$66,323 | \$80,882 | -18% |
| E | 199 | 2.6% | \$30,453 | -10% | \$33,755 | -10% | \$30,855 | \$32,852 | -6% | \$61,308 | \$66,608 | -8% |
| Overall | 7607 | 100.0% | | -13.9% | | | | | -6.2% | | | -8.9% |



Total Compensation Market Competitiveness

- Only components of pay provided by the State are included in total compensation
- It is common in the private sector to pay annual incentives; however, those were not included in the analysis because they would make the State less competitive relative to the Private Sector Market
- The table below provides general market median annual incentive percentages at Idaho grade levels:

| Grade | Market Target Median Incentive % |
|------------|----------------------------------|
| V | 25% |
| P, Q, R | 20% |
| M, N, O | 15% |
| I, J, K, L | 8% |
| E, F, G, H | 5% |

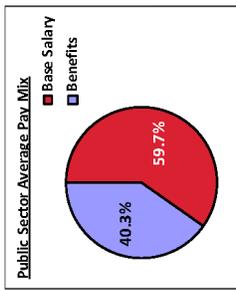
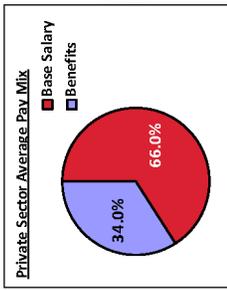
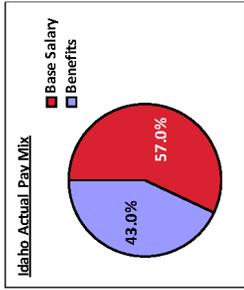
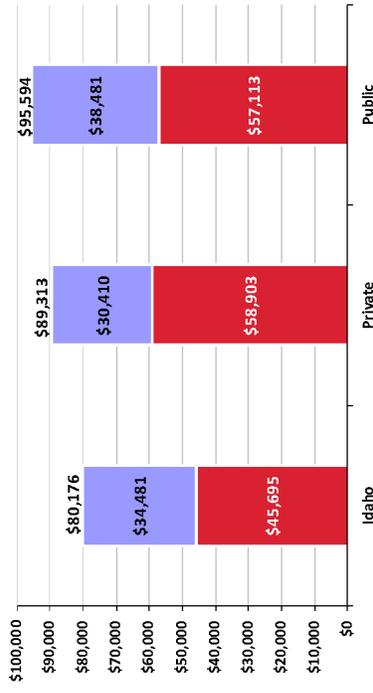
Note:

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



Total Compensation Market Competitiveness

IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE I

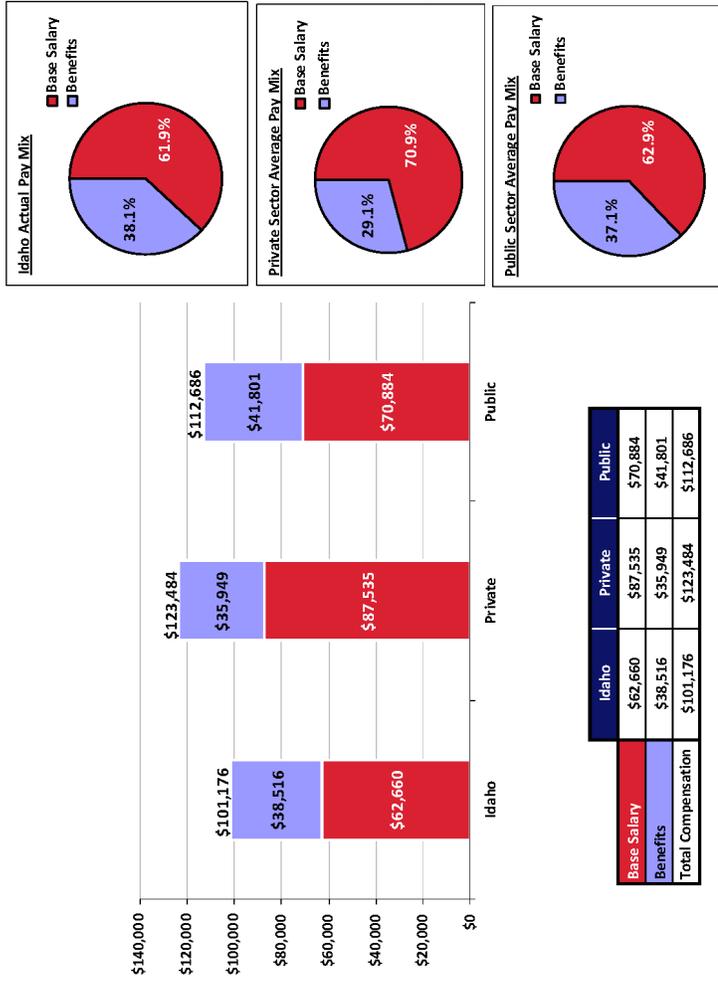


| | Idaho | Private | Public |
|--------------------|----------|----------|----------|
| Base Salary | \$45,695 | \$58,903 | \$57,113 |
| Benefits | \$34,481 | \$30,410 | \$38,481 |
| Total Compensation | \$80,176 | \$89,313 | \$95,594 |



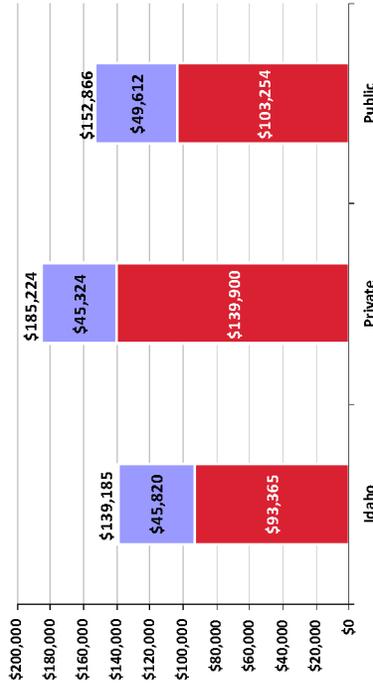
Total Compensation Market Competitiveness

IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE L

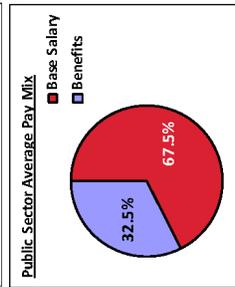
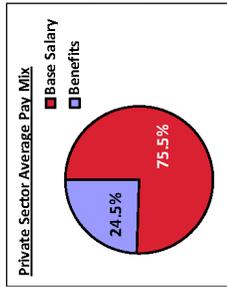
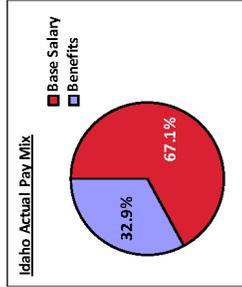


Total Compensation Market Competitiveness

IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE O



| | Idaho | Private | Public |
|--------------------|-----------|-----------|-----------|
| Base Salary | \$93,365 | \$139,900 | \$103,254 |
| Benefits | \$45,820 | \$45,324 | \$49,612 |
| Total Compensation | \$139,185 | \$185,224 | \$152,866 |



5 Appendix



© 2022 Korn Ferry. All rights reserved | 35

A Participant Lists



© 2022 Korn Ferry. All rights reserved | 36

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

- 24 Hour Fitness Worldwide, Inc.
- 3M Company
- 99 Cents Only Stores
- Aaron's, Inc.
- Ace Hardware
- ACUITY
- Aegion
- Air Liquide America
- Air Products & Chemicals, Inc.
- Albaugh
- Albemarle Corporation
- ALDI, Inc.
- ALS Limited
- Amazon.com, Inc.
- Amcor Limited - Amcor PET Packaging
- American Enterprise Group, Inc.
- Amsted Industries, Inc.
- Amway -- Alticor Inc.
- Andersons, Inc., The
- ArcelorMittal, S.A.
- Ardagh Metal Packing
- Ardent Mills
- Armstrong World Industries, Inc.
- Ascena Retail Group
- Associated Food Stores
- Atrium Health
- Avis Budget Group
- Bass Pro Shops
- Beam Suntory
- beeline group
- Benjamin Moore & Co.
- Bentley Systems, Incorporated
- Best Buy Co., Inc.
- Bevmo Holdings LLC
- Big Lots
- Boston Beer Company, The
- Bourns, Inc.
- Brambles
- Calgon Carbon
- Campari America
- Cardno
- Carson Tahoe Regional Healthcare
- Carter's, Inc.
- Caterpillar Inc.
- Centene Corporation
- Centric Brands
- Chesapeake Utilities
- Chico's FAS, Inc.
- Cinemark USA, Inc.
- Citizenm Financial Holding B.V.
- Coca-Cola Bottling Co. Consolidated
- CommonSpirit Health
- CommonSpirit Health - Franciscan Health System
- CommonSpirit Health -- St. Luke's Episcopal Health System
- Constellation Brands, Inc.
- Continental Automotive Systems, Inc.
- Coty Inc.
- Coverys
- Crocs, Inc.
- David Yurman
- Dawn Food Products, Inc.
- Deere & Company
- Delicato Family Vineyards
- Diageo North America
- Dick's Sporting Goods, Inc.
- DSW, Inc.
- Dyno Nobel
- E. I. du Pont de Nemours and Company
- Eaton Corporation
- Elevate Credit Service
- Elkem Silicones USA Corporation
- EnerSys Inc.
- Fast Retailing
- FedEx Corporation/Ferrara Candy
- Ferrero USA
- FIFCO USA



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

- Flexco
- FN America
- Fossil Group
- GameStop Corp.
- Geisinger Health System
- General Electric Company -- Baker Hughes
- Ghirardelli Chocolate
- Greater Nevada Credit Union
- Great-West Life & Annuity Insurance Company
- H&M Hennes & Mauritz, L.P.
- H.B. Fuller Company
- Hain Celestial Group, The
- Halmark Cards, Inc.
- Harbor Freight Tools
- Health Care Service Corporation
- Heaven Hill Distilleries, Inc
- Heineken USA, Inc.
- Herman Miller Inc.
- Home Depot, Inc., The
- Hormel Foods Corporation
- HP Hood
- Hugo Boss USA, Inc.
- Humana Care Plan, Inc.
- Illinois Tool Works Inc.
- Imdex
- Incitec Pivot
- Ingevity Corporation
- Innophos, Inc.
- Invitation Homes, Inc.
- Jcpenney Corporation
- Jo-Ann Stores, Inc.
- John I. Haas
- Josten's
- K&L Gates
- Kaiser Permanente - Southern California Region
- Kansas City Life Insurance
- Kemin
- Kent Corporation
- Kepro
- Keurig Dr Pepper
- Kimberly-Clark Corporation
- Kohli's Corporation
- Komatsu Mining Corp. Group
- Kuraray America
- KWS Saat
- L Brands
- L.L. Bean, Inc.
- Laureate Education, Inc
- Legacy Health System
- Lehigh Hanson - Building Materials America
- Lhoist North America
- L'Oreal USA
- Louis Dreyfus US Company LLC
- Lowe's Companies, Inc.
- Lubrizol Corporation, The
- Luxottica
- LVMH Moet Hennessy Louis Vuitton
- Macy's, Inc.
- Mast-Jagermeister US
- Maurices
- Michaels Stores, Inc.
- Mid-Continent Research for Education and Learning (McREL)
- Mitsubishi International Corporation
- Momentive Performance Materials
- Moog, Inc.
- Movado Group, Inc.
- Mozilla
- MultiCare Health System
- National Equity Fund
- NewMarket Corporation
- Nike
- NKT Photonics
- Octapharma
- Office Depot, Inc.
- Olin Corporation
- Omniflife USA Inc
- PackSize



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

- PeaceHealth
- Peets Coffee & Tea
- PERFORMANCE CONTRACTING GROUP
- Perry Ellis International, Inc.
- PETCO
- PetSmart, Inc.
- Pier 1 Imports, Inc.
- Prayon, Inc.
- Premera Blue Cross
- Prime Therapeutics LLC
- Providence Health and Services
- Ralph Lauren
- RECARO Aircraft Seating Americas, Inc.
- Recreational Equipment, Inc.
- Remy Cointreau USA, Inc.
- Ring Container Technologies
- Ross Stores
- Safelight Group
- Saint-Gobain Corporation
- Sally Beauty Company
- Samuel, Son & Co.
- Sazerac Company
- Schweitzer Engineering Laboratories
- Seattle Children's Hospital
- Sentara Health System
- Shoe Carnival
- SMCP USA Inc.
- Sojitz Corporation of America
- Sonoco Products Company
- Southwest Gas Corporation
- State Farm Insurance
- Tapestry, Inc. -- Coach, Inc.
- Target Corporation
- Tech Data Corporation
- Tekni-Plex
- The Container Store Inc.
- The Estee Lauder Companies, Inc.
- The Kroger Company
- The RealReal
- Tiffany & Co.
- TJX Companies, Inc., The
- TOMS
- Toray Plastics (America), Inc.
- Torrid, LLC.
- Total Wine & More
- Toyota Motor North America - Toyota Motor Sales, USA, Inc.
- Tractor Supply Company
- Tuesday Morning, Inc.
- Tyson Foods, Inc.
- UHS - Universal Health Services, Inc.
- University of Colorado Health
- University of Colorado Health - University of CO Hospital
- Urban Outfitters, Inc.
- Us Cellular
- US Ecology
- Vail Health
- Valvoline
- Vanguard Group, Inc., The
- Vera Bradley Designs
- Visko Teepak
- Vizient Southeast, Inc.
- W R Grace & Co
- Walgreens Co.
- Wallenius Wilhelmsen Logistics
- Walmart Stores, Inc.
- WD-40 Company
- WEG Industries
- West Ed
- Westlake Chemical Corporation
- Wika Instrument Corporation
- William Grant & Sons
- Williams-Sonoma, Inc.
- Wood Group
- Zoltek Companies, Inc.

Public Sector Organizations (West, excluding CA)

- Alpine School District, UT
- City of Bountiful, UT
- City of Denver, CO
- City of Gillette, WY
- City of Herriman, UT
- City of Las Vegas, NV
- City of Murray, UT
- City of Ogden, UT
- City of Portland, OR
- City of Renton, WA
- City of Salt Lake, UT
- City of Seattle, WA
- City of South Jordan, UT
- Colorado Housing and Finance Authority
- County of Cache, UT
- County of King, WA
- County of Klickitat, WA
- County of Salt Lake, UT
- Eagle Mountain City
- North Davis Sewer District
- Snyderville Basin Special Recreation District
- South Metro Fire Rescue
- State of Montana
- State of Nevada
- State of New Mexico
- State of Oregon
- State of Utah
- State of Washington
- State of Wyoming
- Tooele County School District
- Utah County Government
- Utah System of Higher Education
- Washoe County
- Washoe County School District



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



© 2022 Korn Ferry. All rights reserved | 41

Benefits Market Analysis – Methodology

Korn Ferry utilizes a proprietary actuarial valuation methodology to evaluate benefit plans in terms of the cash equivalence of the benefits

- The valuation model places a relative value on each specific feature of a benefit program. The value for each plan is then compiled to produce an overall program value appropriate for market comparison. In general, the more generous a particular feature is, the higher the relative value
- In establishing a program’s overall market competitiveness, our Benefit Valuation model uses “standard cost assumptions”, instead of a company’s specific costs, which eliminates the impact of such cost variables as demographics, geography, funding method, or purchasing power, etc.
- The common cost approach is illustrated below using life insurance:

| | A | B | C | D = BxCx12 | E | F=BxEx12 |
|---------------|-------------------|-----------------|-----------------------|----------------------|----------------------------|-------------------------------|
| | Salary Level | Coverage Amount | Actual Cost per month | Actual Cost Per year | Common Cost Rate per month | Common Cost per Year or VALUE |
| Client | 1 x pay \$200K | \$200K | \$.20/\$1000 | \$480 | \$.1875/\$1000 | \$450 |
| Market | 2 x pay \$200K | \$400K | \$.10/\$1000 | \$480 | \$.1875/\$1000 | \$900 |

- If value is based on actual costs, then these benefits would be equal. By using the common cost approach i.e., eliminating the impact of company specific costs, the 2x pay benefit has more value than the 1x pay benefit



Benefits Market Analysis – Methodology

- Benefit values are calculated on an “Employer-paid” basis. Employer-paid benefit values are discounted to reflect the relationship of any required employee contributions to the program’s total value. For fully employee-paid plans, the discount is 100% (although some value may be attributable to such things as group purchasing power, etc.). For fully employer-paid plans, there is no discount, and for cost shared plans, a pro-ratio is applied
- Using 401(k) plans as an example, the table below compares three match formulas:

| | Match Formula | Salary Level | Maximum Match | Discount | Value |
|----------|--|--------------|---------------|----------|----------|
| Client | 100% of 6% of pay | \$200,000 | \$12,000 | 3% | \$11,640 |
| Market 1 | 100% of 3% of pay and 50% of next 2% of pay | \$200,000 | \$8,000 | 7.5% | \$7,424 |
| Market 2 | 50% of 6% of pay | \$200,000 | \$6,000 | 13% | \$5,234 |

- The discount rate reflects the likelihood employees will maximize their contribution to receive the full employer match. In the example, employees are more likely to contribute 6% under Client’s plan because the match potential is 100%, whereas under the Market 1 plan the match potential is 80%. Under the Market 2 plan the match potential is only 50%, but of a higher 6% contribution

The utilization of “standard or common cost assumptions” provides a uniform quantitative evaluation method which produces values based solely on the level of the benefit provided



Benefits Market Analysis – Methodology

The valuation method is applied to a full range of employee benefits including:

- Healthcare Insurance (medical, Rx, dental, vision);
- Retirement Plans (defined benefit and defined contribution plans);
- Death Benefits (employer paid basic life and voluntary/supplemental life insurance plans);
- Disability and Sick Leave (sick leave, short-term, long-term disability plans); and
- Other benefits such as Tuition Reimbursement, Flex Plans, Statutory Benefits, etc.

Internal Equity

- Internal equity is the inter-relationship between reward opportunities within an organization. Many benefit plans (death benefits, disability, retirement, etc.) have features or benefit levels that are related to salary. Internal equity is achieved in a benefit program when the relationships between the benefit level and the employee salary are consistent within each employee population (Note: while benefit program differences can often be found between employee classes, most organizations provide consistent policies within a class)
- Organizations that wish to achieve internal equity within a benefit plan typically establish benefit levels that are based on uniform salary multiples (i.e., death benefits of one times salary or disability income replacement level of 60% of salary)



Appendix C - Milliman State of Idaho Custom Compensation Survey

MILLIMAN REPORT
State of Idaho
Custom Compensation Survey
Final Report
October 2022



Table of Contents

| | |
|--|-----------|
| INTRODUCTION..... | 1 |
| METHODOLOGY..... | 1 |
| STAKEHOLDER INPUT..... | 1 |
| SURVEY BENCHMARKS..... | 1 |
| LABOR MARKET..... | 3 |
| DATA COLLECTION AND ANALYSES..... | 4 |
| DATA EFFECTIVE DATE..... | 6 |
| GEOGRAPHIC DIFFERENTIALS..... | 7 |
| DEVELOPMENT OF SURVEY QUESTIONNAIRE..... | 7 |
| ADMINISTRATION OF SURVEY..... | 7 |
| FINDINGS AND OBSERVATIONS..... | 7 |
| BASE SALARY..... | 7 |
| MARKET PAY PRACTICES..... | 14 |
| APPENDIX: SURVEY QUESTIONNAIRE..... | 15 |

Introduction

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

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

Methodology

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

STAKEHOLDER INPUT

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

SURVEY BENCHMARKS

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

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

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

MILLIMAN REPORT

Sixty-six (66) benchmark jobs are included in the custom survey representing approximately 3,500 employees within State classifications. The surveyed jobs are listed below.

| SURVEY JOB TITLES | |
|---|--|
| FINANCE / HUMAN RESOURCES / TAX | |
| 101 Accounting Technician | 105 Financial Management Analyst, Senior |
| 102 Disability Claims Adjudicator | 106 Budget Manager |
| 103 Grants Officer | 107 Finance Department Director |
| 108 Training Specialist | 110 Tax Auditor, Senior |
| INFORMATION TECHNOLOGY | |
| 201 Desktop Support Technician | 204 Network Analyst |
| 202 Programmer/Analyst | 205 Web Developer |
| 203 GIS Analyst | 206 Database Analyst |
| 207 Information Systems Manager | 208 IT Security Analyst, Senior |
| 209 Software Engineer | |
| GENERAL ADMINISTRATION | |
| 301 Receptionist | 307 Program Support Specialist |
| 302 Administrative Assistant | 308 Program Administrator |
| 303 Shipping/Receiving Specialist | 309 Graphic Design Specialist |
| 304 Customer Service Representative | 310 Buyer |
| 305 Office Support Specialist | 311 Legal Assistant |
| 306 Office Support Supervisor | |
| 312 Public Information Specialist | 313 Public Information Officer |
| 314 Research Analyst | 315 Project Manager |
| 316 Library Assistant | |
| PUBLIC WORKS / OPERATIONS / PARKS & RECREATION | |
| 501 Custodian | 505 Roadway Maintenance Technician |
| 502 Maintenance Craftsman | 508 Parks & Recreation Manager |
| 503 HVAC Technician | 509 Carpenter |
| 504 Mechanic | |
| 510 Electrician | 511 Plumber |
| 512 Building Superintendent | |
| HEALTH & WELFARE | |
| 601 Dietary Aide | 605 Registered Nurse |
| 602 Registered Dietitian | 606 Nurse Manager (RN) |
| 603 Licensed Practical Nurse | 607 Welfare Services Technician |
| 608 Welfare Clinician | 611 Health Education Specialist |
| 612 Health Program Manager | |
| PUBLIC SAFETY | |
| 701 Correctional Officer | 705 Correctional Lieutenant |
| 702 Probation/Parole Officer | 706 Correctional Manager |
| 703 Social Worker | 707 Fish & Game Officer, Senior |
| 708 Police Officer | 709 Police Captain |
| ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING | |
| 803 Scientist | 805 Forensic Scientist, Senior |
| 804 Chemist, Senior | 808 Engineer (Technical) |
| 809 Engineer (Civil) | 810 Engineering Manager |

MILLIMAN REPORT

LABOR MARKET

The survey process requires defining the relevant labor market for collecting and comparing competitive compensation data, market trends, and salary budget planning information. The State's primary labor market includes both public and private sector employers within Idaho that the State competes with for the recruitment and retention of employees. In addition, the State also competes with employers outside Idaho in situations where the supply and demand for positions imposes cross-border recruiting and retention evaluation. To identify the appropriate survey sample of organizations, consideration was given to the relevant peer group for the State. Milliman utilized the same group of peers from the prior year to invite for participation, which included the targeted organizations from the technology sector as well as larger, private organizations within the State. The organizations invited to participate consisted of more than one-hundred fifty (150) public and private sector organizations, at a roughly one to one ratio with slightly more private than public organizations. Forty-five (45) organizations replied to the survey. The custom survey participants are listed below.

| SURVEY PARTICIPANTS | |
|---|---|
| Ada County Boise, ID | Heritage Health Hayden, ID |
| Ada County Highway District Garden City, ID | Idaho Power Boise, ID |
| Amalgamated Sugar Company LLC Boise, ID | J.R. Simplot Company Boise, ID |
| Bannock County Boise, ID | Kootenai Health Coeur d'Alene, ID |
| Bingham Memorial Hospital Blackfoot, ID | Lewiston Independent School District No. 1 Lewiston, ID |
| Blue Cross of Idaho Meridian, ID | Micron Technology, Inc. Boise, ID |
| Bonner General Health Sandpoint, ID | North Idaho College Coeur d'Alene, ID |
| Bonneville County Idaho Falls, ID | Saint Alphonsus Health System / Hospital Boise, ID |
| Buck Knives, Inc. Post Falls, ID | Scentsy, Inc. Meridian, ID |
| Canyon County Caldwell, ID | Spokane County Spokane, WA |
| City of Boise Boise, ID | St. Joseph Regional Medical Center Lewiston, ID |
| City of Coeur d'Alene Coeur d'Alene, ID | St. Luke's Health System Boise, ID |
| City of Idaho Falls Idaho Falls, ID | State of Montana Helena, MT |
| City of Lewiston Lewiston, ID | State of Nevada Carson City, NV |
| City of Meridian Meridian, ID | State of Oregon Salem, OR |
| City of Pocatello Pocatello, ID | State of Utah Salt Lake City, UT |
| City of Spokane Spokane, WA | State of Washington Olympia, WA |
| City of Twin Falls Twin Falls, ID | State of Wyoming Cheyenne, WY |
| Coeur d'Alene School District Coeur d'Alene, ID | The College of Idaho Caldwell, ID |
| D&B Supply Caldwell, ID | Treasure Valley Family YMCA Boise, ID |
| Delta Dental of Idaho Boise, ID | Valley County Cascade, ID |
| Gonzaga University Spokane, WA | WinCo Foods Boise, ID |
| Gritman Medical Center Moscow, ID | |

MILLIMAN REPORT

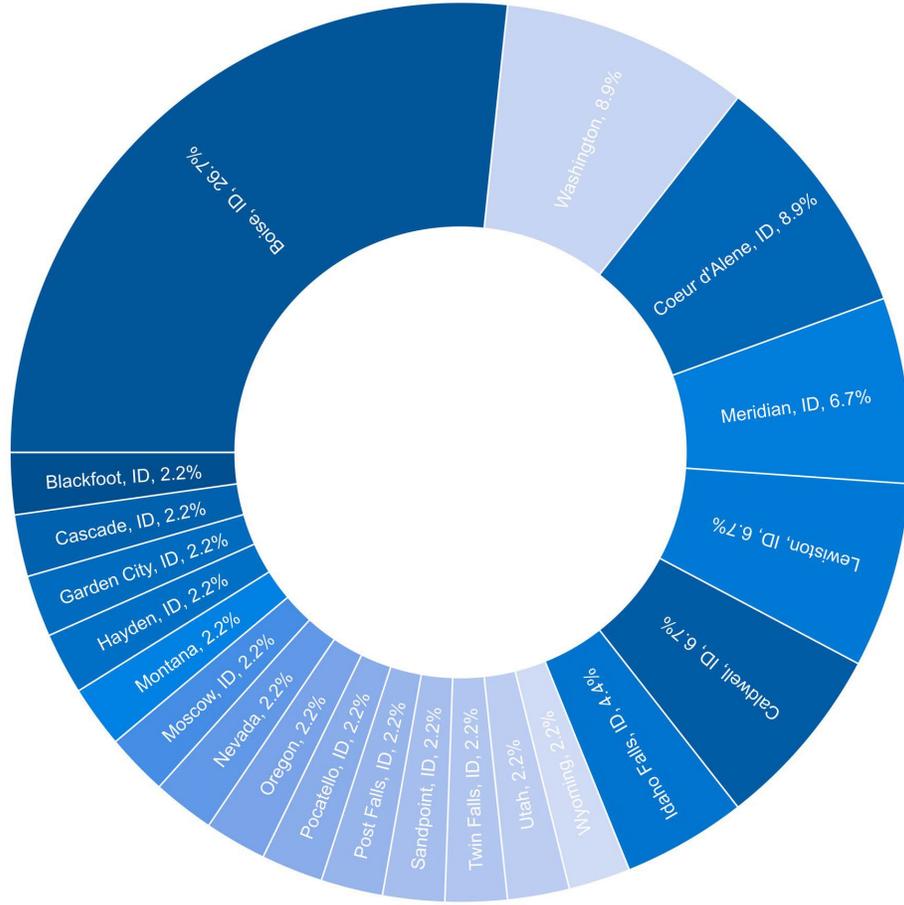
DATA COLLECTION AND ANALYSES

General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted considering permissible issues surrounding data collection. These guidelines include maintaining confidentiality of the data of all participating organizations and using a third-party to conduct the survey. Use of a third-party removes the opportunity to bias the data and receive inappropriate information. One primary focus is to avoid any real or perceived anticompetitive "wage fixing." The guidelines help to ensure that data are not used by competitors for discussion or coordination of compensation and to avoid bias by individual employers in applying data results. The generally accepted compensation guidelines provided below are intended to ensure that the purpose of exchanging data is to gather information about the labor market so that decisions can be made regarding the State's competitive position and adjust wages in response to changing market conditions.

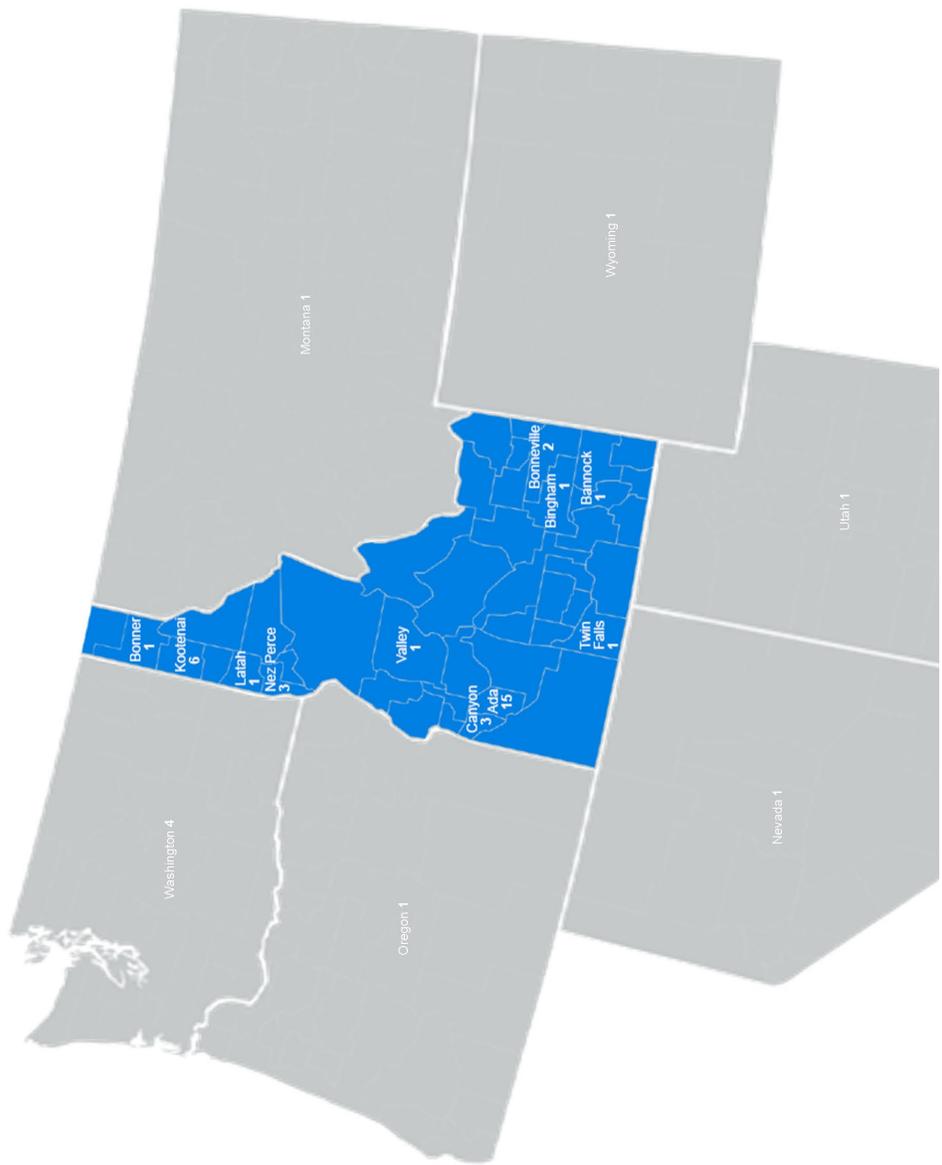
- Utilize third parties rather than exchanging pay information directly with market competitors.
- Ensure there are at least five data responses reported for benchmark percentiles (four responses are required to report average and median), with no individual participant's data representing more than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

The following charts illustrate the participant demographics.

Participants by Location



Participants by County/State



DATA EFFECTIVE DATE

All data in this report are effective as of **August 1, 2022**. Please note that select data on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are regionally recruited, and the local market data is relevant and appropriate to aggregate.

GEOGRAPHIC DIFFERENTIALS

Because wage and income levels are different across the nation and even within local labor markets, differentials that factor in economic variations are calculated and applied to data that the State collects from employers outside Idaho. Differentials are calculated by referencing the Economic Research Institute (ERI), Geographic Assessor Report and figures reflect average wage and income levels by location. The State of Idaho is the base state and data from the other states are adjusted comparable to the base. For instance, if the statewide average wage and income levels for another state are 2.3% above Idaho, the data collected from that state are decreased by 2.3% to be comparable to the State of Idaho's market. If another state indicates wage and income levels 3.8% below Idaho, data collected from that state are increased by 3.8%.

DEVELOPMENT OF SURVEY QUESTIONNAIRE

Milliman composed a draft of the questionnaire in order to adequately study various elements included in the survey. DHR then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The survey questionnaire can be found in the Appendix.

ADMINISTRATION OF SURVEY

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

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

Findings and Observations

BASE SALARY

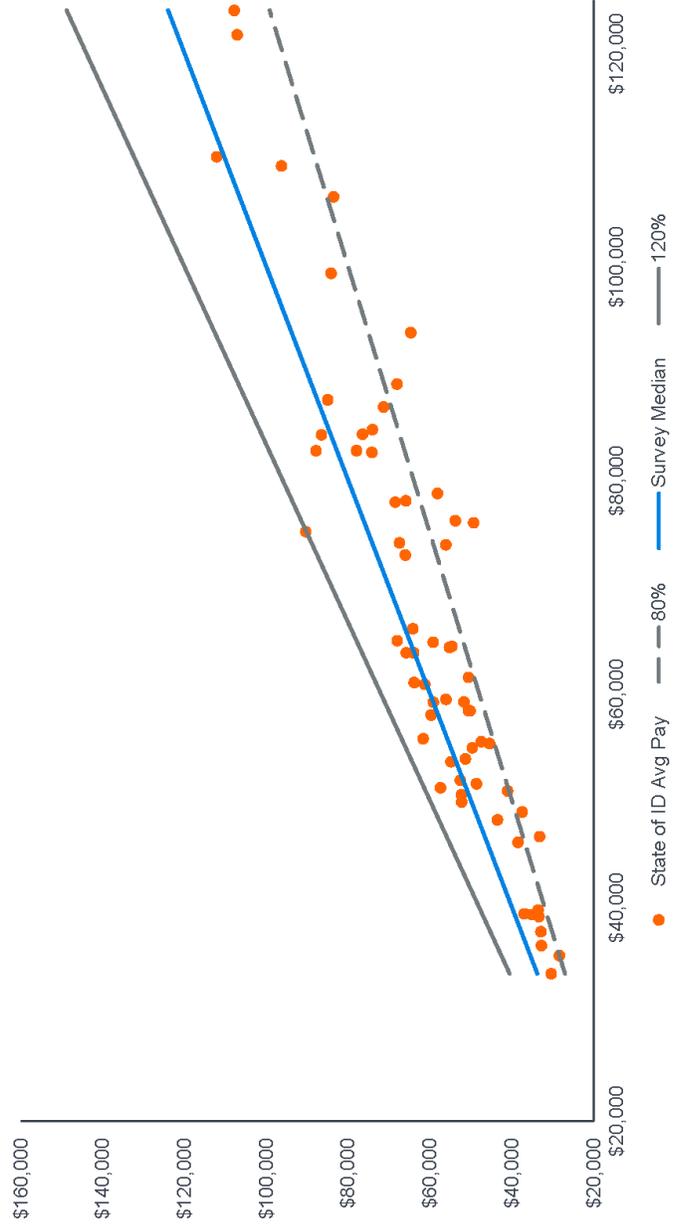
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 10% below the market median (the median is the statistical middle of the data set). This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 10% below the *actual* salaries in the market.

Page 10 compares benchmark positions to the market. Care should be taken when comparing the overall position to market. Our findings of the State's overall competitive position (-10%) is a simple average of all benchmarked employees at the State. It does not mean that each employee within the State's compensation plan is paid 10% below the market.

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

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

State of Idaho Avg Pay v. Survey Results



MILLIMAN REPORT

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

| TERMS | DEFINITIONS |
|--|--|
| Survey Job Code | The unique survey number assigned to the job |
| # of Orgs | The number of organizations matching the job |
| # of Incumb | The number of incumbents in the job across all matching organizations |
| Base Pay 25 th %tile | The market salary level at which 25% of organizations pay below |
| Base Pay Median (50 th %tile) | The market salary level where half of organizations pay above and half below |
| Base Pay Average | The simple average base salary based on the total number of matching organizations |
| Base Pay 75 th %tile | The market salary level at which 25% of organizations pay above |
| Pay Structure | The median values for the minimum, midpoint, and maximum of the pay structure (or the first, middle, and last step) the job is assigned to |
| Median Compa-Ratio | The ratio of average base pay to the pay structure midpoint, expressed as a percentage |
| State of Idaho Avg Base Pay | The average annualized base salary of incumbents in the job as of August 1, 2022 |
| State of Idaho % of Median Base | The State's average base pay divided by the survey median base pay, represented as a percentage |

MILLIMAN REPORT

| SURVEY JOB CODE | SURVEY JOB TITLE | # OF ORGS | # OF INCUMB | BASE PAY | | | PAY STRUCTURE | | | | STATE OF IDAHO | | |
|-----------------|--------------------------------------|-----------|-------------|-----------|-----------|-----------|---------------|------------|------------|------------|--------------------|--------------|------------------|
| | | | | 25TH %ILE | MEDIAN | AVG | 75TH %ILE | MEDIAN MIN | MEDIAN IMD | MEDIAN MAX | MEDIAN COMPA-RATIO | AVG BASE PAY | % OF MEDIAN BASE |
| 101 | Accounting Technician | 41 | 608 | \$41,464 | \$46,134 | \$46,816 | \$51,373 | \$37,819 | \$45,640 | \$54,046 | 102% | \$38,509 | 83% |
| 102 | Disability Claims Adjudicator | 7 | 122 | \$45,895 | \$51,232 | \$53,048 | \$56,498 | \$46,539 | \$55,181 | \$65,340 | 95% | \$57,451 | 112% |
| 103 | Grants Officer | 18 | 329 | \$49,977 | \$55,827 | \$61,518 | \$72,947 | \$48,214 | \$57,867 | \$67,519 | 98% | \$61,693 | 111% |
| 105 | Financial Management Analyst, Senior | 20 | 704 | \$72,391 | \$82,639 | \$94,361 | \$94,541 | \$66,456 | \$81,546 | \$96,637 | 100% | \$74,232 | 90% |
| 106 | Budget Manager | 26 | 179 | \$85,332 | \$106,592 | \$104,877 | \$120,147 | \$76,216 | \$93,212 | \$109,901 | 106% | \$83,585 | 81% |
| 107 | Finance Department Director | 32 | 234 | \$113,054 | \$124,030 | \$133,004 | \$157,321 | \$102,380 | \$122,291 | \$147,524 | 103% | \$107,862 | 87% |
| 108 | Training Specialist | 16 | 543 | \$55,922 | \$60,925 | \$65,743 | \$71,968 | \$47,476 | \$57,616 | \$68,284 | 108% | \$61,293 | 99% |
| 110 | Tax Auditor, Senior | 12 | 272 | \$61,019 | \$74,177 | \$76,261 | \$93,618 | \$62,481 | \$77,179 | \$91,877 | 98% | \$67,481 | 91% |
| 201 | Desktop Support Technician | 41 | 436 | \$47,000 | \$53,670 | \$54,414 | \$60,686 | \$44,848 | \$53,808 | \$62,175 | 100% | \$54,920 | 102% |
| 202 | Programmer/Analyst | 26 | 815 | \$68,632 | \$73,992 | \$74,336 | \$81,344 | \$58,918 | \$72,704 | \$87,226 | 99% | \$56,148 | 76% |
| 203 | GIS Analyst | 21 | 100 | \$56,538 | \$61,087 | \$61,442 | \$65,018 | \$49,691 | \$61,862 | \$71,665 | 98% | \$63,881 | 104% |
| 204 | Network Analyst | 30 | 528 | \$68,508 | \$73,030 | \$78,539 | \$87,703 | \$59,947 | \$78,077 | \$91,090 | 102% | \$66,034 | 90% |
| 205 | Web Developer | 20 | 342 | \$64,913 | \$74,155 | \$72,515 | \$79,591 | \$59,032 | \$69,030 | \$82,851 | 100% | | |
| 206 | Database Analyst | 22 | 429 | \$72,966 | \$82,821 | \$85,918 | \$93,144 | \$64,588 | \$81,332 | \$100,471 | 102% | \$78,000 | 94% |
| 207 | Information Systems Manager | 36 | 134 | \$94,088 | \$109,480 | \$110,528 | \$123,631 | \$91,499 | \$114,400 | \$136,155 | 100% | \$96,323 | 88% |
| 208 | IT Security Analyst, Senior | 28 | 242 | \$76,266 | \$84,352 | \$88,068 | \$98,033 | \$69,570 | \$86,993 | \$102,918 | 103% | \$76,475 | 91% |
| 209 | Software Engineer | 21 | 396 | \$80,332 | \$89,042 | \$89,140 | \$97,049 | \$64,168 | \$82,422 | \$100,471 | 98% | \$66,079 | 76% |
| 301 | Receptionist | 23 | 226 | \$33,609 | \$35,527 | \$37,290 | \$40,872 | \$29,241 | \$33,940 | \$40,400 | 100% | \$28,392 | 80% |
| 302 | Administrative Assistant | 42 | 1,594 | \$42,980 | \$48,227 | \$49,064 | \$55,929 | \$38,633 | \$47,331 | \$56,685 | 103% | \$43,559 | 90% |

MILLIMAN REPORT

| SURVEY JOB CODE | SURVEY JOB TITLE | # OF ORGS | # OF INCUMB | BASE PAY | | | PAY STRUCTURE | | | | STATE OF IDAHO | | |
|-----------------|---------------------------------|-----------|-------------|-----------|----------|----------|---------------|-------------|------------|-------------|--------------------|--------------|------------------|
| | | | | 25TH %ILE | MEDIAN | AVG | 75TH %ILE | MEDIAN IMIN | MEDIAN MID | MEDIAN IMAX | MEDIAN COMPA-RATIO | AVG BASE PAY | % OF MEDIAN BASE |
| 303 | Shipping/Receiving Specialist | 21 | 319 | \$35,964 | \$39,781 | \$41,333 | \$42,732 | \$30,242 | \$38,114 | \$44,949 | \$33,618 | 101% | 85% |
| 304 | Customer Service Representative | 26 | 1,197 | \$34,664 | \$37,761 | \$38,417 | \$41,194 | \$31,200 | \$37,654 | \$43,680 | \$32,908 | 100% | 85% |
| 305 | Office Support Specialist | 25 | 2,651 | \$35,943 | \$39,169 | \$38,704 | \$41,443 | \$33,675 | \$38,946 | \$46,065 | \$33,412 | 100% | 86% |
| 306 | Office Support Supervisor | 19 | 499 | \$49,601 | \$59,517 | \$58,767 | \$65,459 | \$46,846 | \$57,691 | \$68,558 | \$56,105 | 100% | 94% |
| 307 | Program Support Specialist | 16 | 1,706 | \$44,245 | \$48,970 | \$52,152 | \$58,848 | \$38,646 | \$46,519 | \$61,288 | \$37,508 | 99% | 77% |
| 308 | Program Administrator | 19 | 724 | \$63,176 | \$76,249 | \$75,936 | \$88,487 | \$57,337 | \$72,725 | \$86,273 | \$53,833 | 106% | 71% |
| 309 | Graphic Design Specialist | 24 | 57 | \$49,089 | \$55,373 | \$56,597 | \$62,531 | \$46,047 | \$57,108 | \$66,504 | \$45,442 | 98% | 82% |
| 310 | Buyer | 29 | 211 | \$49,653 | \$53,936 | \$59,473 | \$68,113 | \$45,677 | \$57,309 | \$67,725 | \$51,362 | 97% | 95% |
| 311 | Legal Assistant | 26 | 490 | \$45,308 | \$50,590 | \$54,102 | \$60,711 | \$40,809 | \$51,001 | \$61,110 | \$52,350 | 100% | 103% |
| 312 | Public Information Specialist | 15 | 71 | \$48,254 | \$58,452 | \$57,698 | \$65,179 | \$46,363 | \$56,717 | \$67,538 | \$50,242 | 99% | 86% |
| 313 | Public Information Officer | 26 | 280 | \$65,814 | \$78,115 | \$78,091 | \$89,778 | \$61,157 | \$75,383 | \$92,419 | \$65,910 | 99% | 84% |
| 314 | Research Analyst | 10 | 116 | \$52,312 | \$59,251 | \$58,885 | \$62,755 | \$50,908 | \$62,101 | \$73,179 | \$59,210 | 96% | 100% |
| 315 | Project Manager | 25 | 170 | \$69,798 | \$84,291 | \$83,386 | \$92,324 | \$65,953 | \$82,422 | \$98,892 | \$66,552 | 101% | 103% |
| 316 | Library Assistant | 13 | 62 | \$34,986 | \$39,352 | \$37,503 | \$40,460 | \$31,463 | \$37,097 | \$42,306 | \$35,110 | 102% | 89% |
| 501 | Custodian | 27 | 640 | \$32,088 | \$33,824 | \$34,340 | \$37,217 | \$28,289 | \$34,334 | \$39,126 | \$30,414 | 100% | 90% |
| 502 | Maintenance Craftsman | 29 | 413 | \$41,580 | \$46,668 | \$49,458 | \$57,855 | \$39,236 | \$48,060 | \$55,536 | \$33,230 | 99% | 71% |
| 503 | HVAC Technician | 21 | 151 | \$57,132 | \$61,576 | \$60,560 | \$64,520 | \$47,674 | \$57,668 | \$66,150 | \$50,629 | 106% | 82% |
| 504 | Mechanic | 27 | 212 | \$48,020 | \$54,974 | \$54,869 | \$57,274 | \$41,829 | \$51,168 | \$61,235 | \$49,694 | 104% | 90% |
| 505 | Roadway Maintenance Technician | 11 | 1,525 | \$48,697 | \$51,608 | \$55,357 | \$59,138 | \$41,086 | \$48,031 | \$55,328 | \$48,664 | 108% | 94% |
| 508 | Parks & Recreation Manager | 19 | 82 | \$67,879 | \$78,811 | \$82,958 | \$93,293 | \$66,401 | \$83,201 | \$94,369 | \$68,189 | 100% | 74% |

MILLIMAN REPORT

| SURVEY JOB CODE | SURVEY JOB TITLE | # OF ORGS | # OF INCUMB | BASE PAY | | | PAY STRUCTURE | | | | STATE OF IDAHO | | |
|-----------------|-----------------------------|-----------|-------------|-----------|----------|-----------|---------------|------------|------------|------------|--------------------|--------------|------------------|
| | | | | 25TH %ILE | MEDIAN | AVG | 75TH %ILE | MEDIAN MIN | MEDIAN IMD | MEDIAN MAX | MEDIAN COMPA-RATIO | AVG BASE PAY | % OF MEDIAN BASE |
| 509 | Carpenter | 14 | 69 | \$48,204 | \$50,936 | \$53,777 | \$60,474 | \$42,623 | \$48,060 | \$57,164 | 105% | \$41,061 | 81% |
| 510 | Electrician | 27 | 170 | \$57,735 | \$64,480 | \$63,633 | \$71,409 | \$51,535 | \$60,845 | \$72,901 | 104% | \$54,646 | 85% |
| 511 | Plumber | 14 | 61 | \$52,133 | \$59,272 | \$59,639 | \$69,227 | \$52,004 | \$59,474 | \$62,868 | 105% | \$51,724 | 87% |
| 512 | Building Superintendent | 20 | 54 | \$65,788 | \$76,059 | \$77,870 | \$93,243 | \$59,940 | \$74,171 | \$89,006 | 101% | \$49,364 | 65% |
| 601 | Dietary Aide | 9 | 100 | \$31,208 | \$36,448 | \$36,030 | \$38,282 | \$28,208 | \$33,748 | \$39,374 | 98% | \$32,804 | 91% |
| 602 | Registered Dietitian | 12 | 67 | \$57,138 | \$64,395 | \$63,516 | \$68,610 | \$54,488 | \$68,078 | \$91,598 | 95% | \$55,255 | 86% |
| 603 | Licensed Practical Nurse | 14 | 713 | \$48,952 | \$49,901 | \$52,610 | \$56,860 | \$43,680 | \$54,694 | \$65,520 | 98% | \$52,291 | 105% |
| 605 | Registered Nurse | 18 | 5,795 | \$67,949 | \$77,989 | \$78,812 | \$84,812 | \$62,109 | \$82,285 | \$92,830 | 102% | \$68,514 | 88% |
| 606 | Nurse Manager (RN) | 17 | 507 | \$84,992 | \$89,420 | \$101,432 | \$121,909 | \$80,000 | \$90,572 | \$104,925 | 102% | \$84,192 | 85% |
| 607 | Welfare Services Technician | 3 | 327 | \$39,421 | \$44,737 | \$44,737 | \$44,737 | \$30,505 | \$36,621 | \$42,736 | 107% | \$36,982 | 94% |
| 608 | Welfare Clinician | 6 | 71 | \$59,671 | \$63,887 | \$63,845 | \$63,956 | \$49,158 | \$59,842 | \$70,526 | 98% | \$64,026 | 100% |
| 611 | Health Education Specialist | 7 | 320 | \$55,029 | \$58,452 | \$64,097 | \$74,631 | \$48,060 | \$59,712 | \$71,363 | 98% | \$50,603 | 87% |
| 612 | Health Program Manager | 4 | 19 | \$93,864 | \$93,864 | \$92,403 | \$92,403 | \$78,191 | \$99,572 | \$120,954 | 98% | \$64,713 | 69% |
| 701 | Correctional Officer | 12 | 5,784 | \$43,830 | \$55,559 | \$54,816 | \$62,452 | \$45,163 | \$56,466 | \$68,087 | 99% | \$47,502 | 85% |
| 702 | Probation/Parole Officer | 11 | 966 | \$47,414 | \$51,931 | \$55,995 | \$57,272 | \$42,973 | \$52,092 | \$62,835 | 97% | \$52,634 | 101% |
| 703 | Social Worker | 15 | 2,169 | \$54,319 | \$64,867 | \$64,078 | \$72,644 | \$50,617 | \$61,255 | \$76,862 | 99% | \$59,262 | 93% |
| 705 | Correctional Lieutenant | 10 | 273 | \$71,132 | \$86,896 | \$85,393 | \$91,509 | \$66,372 | \$78,680 | \$92,259 | 100% | \$71,374 | 82% |
| 706 | Correctional Manager | 7 | 15 | \$78,169 | \$82,801 | \$84,674 | \$107,593 | \$79,294 | \$92,812 | \$106,331 | 91% | \$87,876 | 106% |

MILLIMAN REPORT

| SURVEY JOB CODE | SURVEY JOB TITLE | # OF ORGS | # OF INCUMB | BASE PAY | | | PAY STRUCTURE | | | | STATE OF IDAHO | |
|-----------------|-----------------------------|-----------|-------------|-----------|-----------|-----------|---------------|------------|------------|------------|--------------------|--------------|
| | | | | 25TH %ILE | MEDIAN | AVG | 75TH %ILE | MEDIAN MIN | MEDIAN IMD | MEDIAN MAX | MEDIAN COMPA-RATIO | AVG BASE PAY |
| 707 | Fish & Game Officer, Senior | 5 | 262 | \$57,529 | \$63,887 | \$67,610 | \$67,460 | \$52,438 | \$65,291 | \$78,143 | \$65,842 | 103% |
| 708 | Police Officer | 19 | 2,666 | \$56,613 | \$66,138 | \$68,069 | \$76,731 | \$51,764 | \$66,495 | \$79,795 | \$64,190 | 97% |
| 709 | Police Captain | 19 | 122 | \$101,051 | \$110,323 | \$121,178 | \$136,682 | \$91,697 | \$107,365 | \$127,073 | \$112,125 | 102% |
| 803 | Scientist | 7 | 45 | \$58,452 | \$65,000 | \$78,924 | \$105,448 | \$64,735 | \$78,714 | \$90,983 | \$68,024 | 105% |
| 804 | Chemist, Senior | 9 | 125 | \$55,851 | \$68,047 | \$63,294 | \$68,074 | \$48,018 | \$63,180 | \$77,134 | \$59,748 | 103% |
| 805 | Forensic Scientist, Senior | 8 | 170 | \$70,792 | \$75,224 | \$77,027 | \$77,525 | \$58,454 | \$74,357 | \$89,163 | \$90,412 | 120% |
| 808 | Engineer (Technical) | 14 | 1,033 | \$68,550 | \$87,570 | \$87,889 | \$104,083 | \$65,646 | \$84,016 | \$101,061 | \$85,005 | 97% |
| 809 | Engineer (Civil) | 18 | 410 | \$73,706 | \$84,771 | \$87,041 | \$93,787 | \$64,024 | \$81,656 | \$96,659 | \$74,109 | 87% |
| 810 | Engineering Manager | 18 | 402 | \$105,652 | \$121,757 | \$122,769 | \$142,498 | \$91,625 | \$116,874 | \$142,025 | \$107,128 | 88% |

MARKET PAY PRACTICES

Milliman additionally surveyed the different methodologies in the market pertaining to delivering pay and pay increases. A summary of those findings is in the table below.

| PAY PRACTICES | | | | | | | |
|---|------------------|----------|--|-------------------------------|----------|--------------------------------|----------|
| | ALL PARTICIPANTS | | | PUBLIC SECTOR | | PRIVATE SECTOR | |
| | AVERAGE | MEDIAN | | AVERAGE | MEDIAN | AVERAGE | MEDIAN |
| Annual operating budget | \$4,340.5M | \$153.9M | | \$6,686.0M | \$137.5M | \$487.2M | \$156.4M |
| Number of FTEs | 5,813 | 1,146 | | 7,473 | 806 | 3,716 | 1,312 |
| Standard hours per year | 2,070 | 2,080 | | 2,062 | 2,080 | 2,080 | 2,080 |
| Average Percent of Base Pay Increase Budget, 2020 | 2.5% | 3.0% | | 2.6% | 3.0% | 2.3% | 2.9% |
| Average Percent of Base Pay Increase Budget, 2021 | 2.7% | 2.5% | | 2.3% | 2.3% | 3.1% | 2.8% |
| Average Percent of Base Pay Increase Budget, 2022 | 4.1% | 3.3% | | 4.0% | 3.4% | 4.2% | 3.3% |
| Average Percent of Base Pay Increase Budget, 2023 Projected | 4.4% | 3.6% | | 4.9% | 4.0% | 3.9% | 3.6% |
| Percent Increase to Salary Structure, 2020 | 2.0% | 2.0% | | 2.0% | 1.5% | 2.2% | 2.2% |
| Percent Increase to Salary Structure, 2021 | 1.5% | 2.0% | | 1.4% | 2.0% | 1.7% | 2.0% |
| Percent Increase to Salary Structure, 2022 | 3.6% | 2.5% | | 3.2% | 2.5% | 4.4% | 3.0% |
| Percent Increase to Salary Structure, 2023 Projected | 3.8% | 3.0% | | 4.7% | 4.0% | 2.5% | 3.0% |
| | YES | | | % WITHIN PUBLIC SECTOR | | % WITHIN PRIVATE SECTOR | |
| Utilize Cost of Living Adjustments | 16 | | | 69% | | 31% | |
| Utilize Market Based Adjustments | 23 | | | 52% | | 48% | |
| Utilize Performance (Merit) Based Adjustments | 15 | | | 27% | | 73% | |
| Utilize Competency Based Adjustments | 4 | | | 0% | | 100% | |
| Utilize Step Increases | 20 | | | 70% | | 30% | |
| Shift Differential Pay | 27 | | | 63% | | 37% | |
| Longevity Pay | 17 | | | 76% | | 24% | |
| Multiple Salary Structures | 24 | | | 71% | | 29% | |
| Professional Certification Pay | 22 | | | 55% | | 45% | |

MILLIMAN REPORT

Appendix: Survey Questionnaire

Pages 16 – 33 contain the survey questionnaire.



Compensation Survey Information & Instructions

Milliman, an international human resources consulting firm, has been retained by the State of Idaho to administer a compensation survey of select organizations. The survey collects information on base and total compensation for sixty-six (66) positions in seven job families.

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

Please report your data effective as of August 1, 2022. All required data forms are included within the workbook.

| BENCHMARK JOB TITLES | | | |
|--|---------------------------------|-----|--------------------------------------|
| FINANCE / HUMAN RESOURCES / TAX | | | |
| 101 | Accounting Technician | 105 | Financial Management Analyst, Senior |
| 102 | Disability Claims Adjudicator | 106 | Budget Manager |
| 103 | Grants Officer | 107 | Finance Department Director |
| 108 | Training Specialist | 110 | Tax Auditor, Senior |
| INFORMATION TECHNOLOGY | | | |
| 201 | Desktop Support Technician | 204 | Network Analyst |
| 202 | Programmer/Analyst | 205 | Web Developer |
| 203 | GIS Analyst | 206 | Database Analyst |
| 207 | Information Systems Manager | 208 | IT Security Analyst, Senior |
| 209 | Software Engineer | 312 | Public Information Specialist |
| GENERAL ADMINISTRATION | | | |
| 301 | Receptionist | 307 | Program Support Specialist |
| 302 | Administrative Assistant | 308 | Program Administrator |
| 303 | Shipping/Receiving Specialist | 309 | Graphic Design Specialist |
| 304 | Customer Service Representative | 310 | Buyer |
| 305 | Office Support Specialist | 311 | Legal Assistant |
| 306 | Office Support Supervisor | 313 | Public Information Officer |
| 314 | Research Analyst | 315 | Project Manager |
| 316 | Library Assistant | | |
| PUBLIC WORKS / OPERATIONS / PARKS & RECREATION | | | |
| 501 | Custodian | 505 | Roadway Maintenance Technician |
| 502 | Maintenance Craftsman | 508 | Parks & Recreation Manager |
| 503 | HVAC Technician | 509 | Carpenter |
| 504 | Mechanic | 512 | Building Superintendent |

MILLIMAN REPORT

| HEALTH & WELFARE | | | |
|--|--------------------------|-----|-----------------------------|
| 601 | Dietary Aide | 605 | Registered Nurse |
| 602 | Registered Dietitian | 606 | Nurse Manager (RN) |
| 603 | Licensed Practical Nurse | 607 | Welfare Services Technician |
| 608 | Welfare Clinician | 611 | Health Education Specialist |
| | | 612 | Health Program Manager |
| PUBLIC SAFETY | | | |
| 701 | Correctional Officer | 705 | Correctional Lieutenant |
| 702 | Probation/Parole Officer | 706 | Correctional Manager |
| 703 | Social Worker | 707 | Fish & Game Officer, Senior |
| 708 | Police Officer | 709 | Police Captain |
| ENVIRONMENTAL SERVICES / AGRICULTURE / ENGINEERING | | | |
| 803 | Scientist | 805 | Forensic Scientist, Senior |
| 804 | Chemist, Senior | 808 | Engineer (Technical) |
| 809 | Engineer (Civil) | | |
| 810 | Engineering Manager | | |

General Instructions

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

Due Date

Please submit your completed questionnaire by Friday, **September 9, 2022** by email to Lauren Busey (lauren.busey@milliman.com).

Contact

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

Worksheet Instructions

Invited Participants

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

Your Organization / Pay Administration Information

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

Job Descriptions

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

Compensation Input

The compensation data form includes pre-printed survey job codes and titles. Report all data effective as of August 1, 2022. Following is an explanation of the data elements:

Your Organization's Title

The title that your organization has assigned to this job.

Level of Match

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

Number of Incumbents

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

Average Base Pay

Please provide the annual base pay for this job (as of August 1, 2022).

Salary Range

Please enter your established salary range (minimum and maximum). This could be your salary range or the first and highest step in your pay system.

FLSA Status

Select exempt or non-exempt from the drop-down box.

Other Cash Compensation (non-bonus)

Please indicate whether this job is eligible for other cash compensation (e.g., longevity pay). Select yes or no from the drop-down box.

Bonus/Incentive Eligible

Please indicate whether your job is eligible for a bonus or incentive program. Select yes or no from the drop-down box, even if the job did not actually receive one for the most recent annual performance period.

Performance-Based Bonus

If the job is bonus/incentive eligible, please indicate whether the bonus is performance-based. Select yes or no from the drop-down box.

Last Bonus/Incentive Amount Paid

If the job is bonus/incentive eligible, please provide the average dollar amount that this job was paid in the most recent period. If the job is eligible but did not receive an annual cash incentive award, enter \$0.

Bonus/Incentive Maximum Amount

If the job is bonus/incentive eligible, please provide the maximum amount that the job would receive for achieving expected or targeted results.



Compensation Survey Invited Participants

Public Sector Entities Invited to Participate

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

Private Sector Organizations Invited to Participate

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



Compensation Survey Your Organization / Pay Administration

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

Pay Administration

| Adjustments | | 2020 | 2021 | 2022 | 2023 Projected |
|---|--|------|------|------|----------------|
| Average percent base pay increase budgeted for last three years | | | | | |
| Percent increase to salary structure for last three years | | | | | |

| Factors that Determine Individual Salary Increases | Cost of Living Adjustments | Market Based Adjustments | Performance (Merit) Based Adjustments | Competency Based Adjustments | Step Increases | Other Adjustments |
|---|-------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Check each factor that is used to determine pay adjustments | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| For each box checked above, please provide the percent of pay that you budgeted/paid out for this increase in the last year | | | | | | |

| | |
|---|--|
| Do you offer shift differential pay? | |
| If yes (shift pay), please explain. | |
| Do you offer pay for longevity? | |
| If yes (longevity pay), please explain. | |
| Do you utilize more than one salary structure? | |
| If yes (multiple structures), please explain. | |
| Do you pay for professional certifications? | |
| Do you pay for the cost of obtaining the certification? | |
| Do you offer additional pay once certified? | |
| If yes (additional pay), please explain. | |



Compensation Survey Job Descriptions

| Survey Job Code | Title/Description | Qualifications |
|-----------------|---|--|
| 101 | Accounting Technician Paraprofessional bookkeeping work. Prepares and processes a variety of accounting documents and transactions and maintains accounts. Accounting specialty may focus on accounts payable, accounts receivable, collections, revenues, taxes, audit research and other related accounting tasks. Reviews documents for completeness and accuracy, performs adjustments to data and accounts, and develops and prepares ad hoc reports for use by management. | Typically requires an Associate's degree and one to two years of relevant work experience. |
| 102 | Disability Claims Adjudicator Journey-level work evaluating medical evidence, psychological, vocational, educational and social information to determine primary disability diagnosis in compliance with Social Security Administration policy under Title II and Title XVI of the Social Security Act; reviews disability claims to continue benefits. | Typically requires a Bachelor's degree and one year of relevant work experience. |
| 103 | Grants Officer Journey-level work in the financial administration of grant awards. Reviews and monitors expenditures to ensure they are in compliance with grant requirements. Analyzes, evaluates and approves requests for reimbursement from grantees. May conduct site visits. Provides technical assistance to grant applicants and grant holders. Prepares reports regarding grant funding and expenditures. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 105 | Financial Management Analyst, Senior Analyzes program and public policies; develops, implements, and coordinates policy improvement initiatives; and plans and recommends organization structure and controls for financial management and related operations of state government. Identifies, synthesizes diverse cultural, social, organizational and technical processes. Conducts public policy and issues analyses from a financial impact perspective. Conducts program evaluations. Provides departmental technical assistance and training. Provides direction to lower level analysts. | Typically requires a Bachelor's degree and two to four years of relevant work experience. |
| 106 | Budget Manager Directs and coordinates budgeting activities for a large agency including budget formulation, monitoring, and presentation. Directs compilation of data used to prepare budgets and to justify fund requests. Coordinates appropriations for divisional and specific programs. Reviews operating budgets to analyze trends affecting budget needs. Leads and directs the work of others. Defines issues and takes adversarial positions. | Typically requires a Bachelor's degree and management level experience. |

| | | |
|-----|---|---|
| 107 | <p>Finance Department Director</p> <p>Directs through subordinate managers and supervisors activities of significant, and highly complex accounting, budgeting, and/or auditing functions. Serves as the departmental chief fiscal officer by directing all fiscal activities of the department. Advises executive, division, and agency directors regarding fiscal operations. Develops and implements department procedures and controls. Manages and reviews the formulation of the department's appropriation and division/region budget requests. Estimates and analyzes program needs, priorities, revenue sources, federal matching money and legislation. Manages the allocation of federal, state or other grants. Evaluates and applies guidelines for the budgeting process.</p> | Typically requires a Bachelor's degree and director level experience. |
| 108 | <p>Training Specialist</p> <p>Journey-level work developing training courses. Determines employee and agency needs. Prepares lesson plans and related instructional materials. Researches and analyzes training resources from outside sources and recommends modifications to training programs. May establish training program objectives.</p> | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 110 | <p>Tax Auditor, Senior</p> <p>Journey-level work specializing in tax and revenue auditing. Serves as a team leader. Provides technical guidance and training in tax specialty. Researches and resolves difficult tax issues and determines how to obtain audit information. Analyzes complex accounting systems and related financial data to determine the scope and nature of adjustments. Prepares the final audit report and presents and defends the report to management and the taxpayer. Plans, performs and communicates audit findings. Makes public presentations, conducts training and mentors employees in other business units.</p> | Typically requires licensure as a Certified Public Accountant or a Bachelor's degree in Accounting and four to six years of relevant work experience. |
| 201 | <p>Desktop Support Technician</p> <p>Provides experienced, technical desk top support, PC hardware and software troubleshooting, hardware/software installation, remote maintenance, and may perform low-to-mid level network and application administration functions. Performs a variety of computer systems administration and support tasks, including assessment, testing, documenting, maintaining, and troubleshooting user problems related to PC hardware, software applications, peripheral equipment, communication devices, user accounts, and multiple operating systems. Works with a variety of data and voice telecommunications systems and networking technologies.</p> | Typically requires an Associate's degree and one to two years of relevant work experience. |
| 202 | <p>Programmer/Analyst</p> <p>Journey-level programming and analysis work performing all aspects of development, testing, and implementation of new applications programs. Analyzes and critiques computer programs and systems and develops new programs. Reviews users requests for new or modified computer programs to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Configures plan outlining steps required to develop program, using structured analysis and design. Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems.</p> | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 203 | <p>GIS Analyst</p> <p>Journey-level work interpreting and preparing information for data conversion and maintenance procedures of a wide variety of GIS themes. Maintains the geographic database and performs updates and edits. Prepares maps and data records as necessary for quality assurance procedures or in response to internal and external customer service data and mapping requests. Reviews, evaluates and verifies mapping data or theme's provided by other government agencies or private sector contractors for accuracy and consistency, modifying and correcting database values as necessary. Assists in the evaluation, development, adaptation and programming of computer software applications for data capture, conversion and maintenance procedures related to GIS.</p> | Typically requires a Bachelor's degree and one to two years of relevant work experience. |

| | | | |
|-----|------------------------------------|---|---|
| 204 | Network Analyst | Journey-level network administration work in the planning, design, installation, security, and management of an integrated, geographically dispersed information processing network comprised of multiple hardware platforms, information resources, communications protocols, and physical network topologies. May define parameters for configurations and determine system growth rates and capacity requirements for software, hardware, and information processing options. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 205 | Web Developer | Journey-level professional work establishing policies and procedures for publishing Web pages and applications. Develops and oversees website design and creation. Plans, designs, evaluates, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Applies knowledge of programming techniques and computer internet systems. | Typically requires a Bachelor's degree and two to four years of relevant work experience. |
| 206 | Database Analyst | Journey-level database administration, providing service and continuous availability for database users on a large mainframe server. Designs, develops, installs, and tests new and enhanced database systems. Ensures compatibility and efficiency of database applications. Oversees and enforces standards and procedures for use, backup, and recovery of data. Ensures preparation of project phase plans, schedules, and cost estimates. Trains staff in data cataloging and library procedures. Ensures security of databases and supporting production software. Consults on design of other operating or applications systems. Consults with and advises top management on database systems. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 207 | Information Systems Manager | Manages and directs all information technology activities in a large agency/organization a large information technology function in a centralized information technology organization. Exercises direct supervision over supervisors, professional, technical, and support staff and oversees contract work. Reviews and monitors information technology policies, procedures, and standards. Monitors compliance with governmental regulations and statutes. Prepares budget and participates in organization wide information technology planning activities. | Typically requires a Bachelor's degree and management level experience. |
| 208 | IT Security Analyst, Senior | Develops and implements policies and procedures for security and disaster recovery. Analyzes business requirements and assists other IT staff in the integration of these requirements. Ensures all applications incorporate disaster recovery procedures. Develops and oversees security education and awareness programs throughout the organization. Audits security access control design practices to ensure adherence to policies and procedures. Assists outside auditors. Evaluates legislation, regulations, and industry practices and provide technical expertise and project leadership to other IT staff. | Typically requires a Bachelor's degree and three to four years of relevant work experience. |
| 209 | Software Engineer | Analyzes, designs, develops, modifies, writes, edits, tests, and implements software programming applications. Analyzes and defines software requirements to meet business needs. Interfaces with customers to determine the most efficient and cost-effective approach and proposes software solutions. Participates in the evaluation and selection of products and tools. Develops, designs, and edits original applications, or modifies existing applications. Tests and approves applications. Manages user support and feedback. May specialize in one or more areas of development, including network, operating systems, databases, or applications. | Typically requires a Bachelor's degree and two to four years of relevant work experience. |

MILLIMAN REPORT

| | | | |
|-----|--|--|--|
| 301 | Receptionist | Provides front-line customer service in person and by telephone to refer customers to appropriate office or staff. Asks for customer's name, arranges for appointment with or notifies person called upon of customer's arrival, guides caller to destination, and records name, time of call, nature of business, and person called upon. | Typically requires a high school diploma or equivalent and six months of relevant work experience. |
| 302 | Administrative Assistant | Performs highly responsible and complex administrative support work requiring broad organizational knowledge and the interpretation and application of agency policies, rules, and regulations. Provides confidential, secretarial support to an agency director or deputy by working independently on delegated tasks. Prepares special reports and may resolve procedural, scheduling, and other non-policy matters on behalf of the executive. May exercise project-specific supervision over staff as necessary. | Typically requires a high school diploma or equivalent and one year of relevant work experience. |
| 303 | Shipping/Receiving Specialist | Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse. | Typically requires a high school diploma or equivalent and three months of relevant work experience. |
| 304 | Customer Service Representative | Greet visitors and answers the telephone. Possesses good knowledge of department programs and services. Provides and obtains accurate information, explains and applies rules, policies, and procedures. Determines eligibility for available services and refers people to the appropriate department or staff. Additionally, performs a variety of office support functions | Typically requires a high school diploma or equivalent and six months of relevant work experience. |
| 305 | Office Support Specialist | Performs office support or secretarial functions which require an in-depth knowledge of assigned program or department. Performs complex computer operations. Composes correspondence. Creates, reviews, and processes documents and records. Identifies and corrects errors and omissions on documents received from staff, departments and/or the public. Maintains records. Schedules appointments, makes travel arrangements, and maintains calendars for supervisor and staff. | Typically requires a high school diploma or equivalent and six months of relevant work experience. |
| 306 | Office Support Supervisor | Supervise support staff of multiple work units which may include lower level supervisors. Ensure effective work flow, operational consistency, and integration of work units. Evaluates, trains, and directs support. Determines training needs and recommends training programs. Serve as a program/department expert which requires in-depth knowledge and independent judgment in the application and interpretation of rules, regulations, policies, and procedures. Develops and implements new methods, procedures, or strategies to solve work problems and improve productivity. Assesses office needs and makes recommendations to management regarding equipment, space, and staff requirements. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 307 | Program Support Specialist | Provides a variety of high level program support functions. Reviews and processes documents. Determines and explains compliance with laws, rules, regulations and policies and takes appropriate action. Maintains a manual or computerized records system. Gathers information, make decisions, resolve problems, and respond to inquiries. Conducts involved searches which may require accessing and selecting multiple information sources or contact with clients, vendors, or outside sources to obtain information. Performs specialized support work that involves an extensive knowledge of the program/department. | Typically requires an Associate's degree and one to two years of relevant work experience. |

MILLIMAN REPORT

| | | | |
|-----|--------------------------------------|---|--|
| 308 | Program Administrator | Develops, implements, and manages a specific program within the department or office. Coordinates planning and project management activities. Respond to questions and requests for information. Provides training on program objectives. Develops and maintains cooperative relationships with State, local, and private agencies. May supervise subordinate staff in carrying out program objectives. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |
| 309 | Graphic Design Specialist | Journey-level work in the design and production of printed publications and visual materials. Designing layouts, selects text, incorporates photographs, and creates illustrations. Creates visual artwork for use in television productions or print media using computer video-graphics and conventional art techniques. | Typically requires a Bachelor's degree or equivalent work experience. |
| 310 | Buyer | Compiles the necessary information and takes independent action to procure supplies, materials, equipment and services. Prepares specifications and invitations to bid, reviews and evaluates bids, and makes award recommendations in accordance with legal requirements. Resolves vendor-user conflicts, negotiates contracts and issues emergency purchase authorizations. Conducts research and performs value and life-cycle costing analysis. | Typically requires a Bachelor's degree or equivalent work experience. |
| 311 | Legal Assistant | Provides support to attorneys by conducting research and assembling legal materials for working files used in docketing cases. Reviews routine petitions regarding administrative appeals and prepares appropriate draft pleadings. Schedules depositions, prepares exhibits for court cases, and maintains confidential legal files. Assists attorneys in ensuring that deadlines are met for filing various court actions, and may file orders, judgments, pleadings, briefs and other documents on behalf of an attorney. | Typically requires a high school diploma or equivalent and two to three years of relevant work experience. |
| 312 | Public Information Specialist | Performs public information activities in support of a department's operations and public relations. Writes and distributes routine news releases covering appointments, programs, meetings, and scheduled events. Writes routine speeches and program scripts. Develops and maintains a variety of media contacts. Drafts responses and provides information to media and the public. Makes public presentations and represents the department at meetings and conferences. Researches background data and interviews sources. Coordinates the work of consultants and vendors. Provides input for department public relations goals and priorities. | Typically requires a high school diploma or equivalent and two to three years of relevant work experience. |
| 313 | Public Information Officer | Performs professional public information work by developing and writing news releases, feature stories, pamphlets, brochures, radio and television scripts, and other articles for an organization. Conducts research to verify reliability of material to be published. Conducts interviews to secure information. Answers inquiries about organizational activities. Arranges promotional photographs. Serves as an internal public relations consultant to administrators. | Typically requires a Bachelor's degree and one year of relevant work experience. |
| 314 | Research Analyst | Professional journey-level work applying advanced statistical methods and procedures. Develops and designs models. Collects, compiles, analyzes and interprets results of qualitative and quantitative data. Prepares findings and conclusions. | Typically requires a Bachelor's degree and one to two years of relevant work experience. |

| | | | |
|-----|---------------------------------------|--|---|
| 315 | Project Manager | Develops project goals, work plans, timelines, implementation strategies, and evaluation methods for projects that have organization wide impact. Identifies key stakeholders, develop and implement strategies to encourage and obtain stakeholder and/or community awareness and support, and identify project partners. Identifies and coordinates with program committees and advisory groups. Administers project budgets, authorizes expenditures, develops and monitors contracts. Coordinates publicity and develops informational materials. Provides direction to project team. | Typically requires a Bachelor's degree and management level experience. |
| 316 | Library Assistant | Paraprofessional library work, with review for adherence to established practices and for results, consisting of advanced technical activities within a library unit. Conducts bibliographic searches. Corrects or updates information on local files/record systems. Provides information regarding locations or availability of material, resources, and services. May work with specialized collections such as Braille, science, medicine, etc. | Typically requires an Associate's degree and one to two years of relevant work experience. |
| 501 | Custodian | Performs heavy-duty cleaning in hospitals, locker rooms, classrooms, dormitories, lavatories, or other areas. Cleans and shampoos carpets, strips and re-waxes floors, empties trash, dusts, and cleans walls, windows, bathrooms, and other general use areas. Changes light bulbs and maintains a small supply closet. Sets up equipment for special events and services cleaning equipment. | Typically requires six months of relevant work experience. |
| 502 | Maintenance Craftsman | Performs semi-skilled work in such areas as carpentry, electrical, plumbing, heating and air conditioning, and equipment repair. Assists journeyman electricians in new installations. Maintains and repairs plumbing fixtures and systems. Assists journeyman plumbers in the installation and remodeling of plumbing systems. Maintains and repairs heating, ventilating, and air conditioning systems. Monitors boiler room by reading gauges for pressure and records in log book. Checks and repairs leaks in heating/cooling systems. Replaces thermostats, control and zone valves and power heads. Changes and washes filters. | Typically requires six months of relevant work experience. |
| 503 | HVAC Technician | Journey-level skilled work associated with the construction, maintenance, and repair of air-conditioning systems and associated air handling, chilled water distribution, and pneumatic control mechanisms. Maintains refrigeration units and their control systems. Performs preventive maintenance and identifies the cause of the problem. Determines the materials and tools needed, the method of repair, and independently completes repairs. | Typically requires a high school diploma or equivalent and three to four years of relevant work experience. |
| 504 | Mechanic | Journey-level work repairing and maintaining motorized vehicles and related equipment. Tunes gas and diesel engines, diagnoses problems, disassembles units, replaces parts, and reassembles units in various automotive systems. Repairs and maintains the following components: braking, cooling, electrical, exhaust and emissions control, heating and air conditioning, hydraulic and air, steering, and suspension systems. | Typically requires three to four years of relevant work experience. |
| 505 | Roadway Maintenance Technician | Advanced journey-level technical highway and engineering work in multiple areas of responsibility. Utilizes highway plans and specifications, maps, aerial photographs, GPS and GIS data for highway maintenance or engineering activities. Performs the following activities: construction inspection, roadway maintenance, pavement analysis, materials testing, traffic services, vegetation management, bridge inspection, survey, and design. Coordinates with various outside agencies in computing, checking, and verifying quantities, materials, costs, and final contractor payments. May direct others in one or more phases of a highway construction or maintenance project | Typically requires one to two years of relevant work experience. |

MILLIMAN REPORT

| | | |
|-----|--|--|
| 508 | <p>Parks & Recreation Manager Management level work in the operation of a small to medium-sized park. Prepares budget, evaluates park and law enforcement operations, plans and supervises construction/maintenance activities, and promotes park services. Supervises permanent, seasonal, temporary and volunteer employees.</p> | <p>Typically requires a Bachelor's degree and management level experience.</p> |
| 509 | <p>Carpenter Journey-level skilled carpentry work for the maintenance and repair of buildings. Constructs and repairs wooden structures and structural parts. Reads blueprints, computes dimensions, cuts and assembles frameworks. Uses hand tools such as saws, hammers, drills, lathes, levels, and other carpentry tools. May design and construct custom office furniture to meet unusual conditions and needs.</p> | <p>Typically requires four years of relevant work experience.</p> |
| 510 | <p>Electrician Journey-level skilled work in the maintenance, repair and trouble-shooting of electrical systems. Installs and maintains electrical appliances, equipment, and components such as panels, circuit breakers, connectors, switches, transformers, and emergency generators. Diagnoses and corrects electrical system and equipment malfunctions using tools and test equipment. Reads blueprints and other drawings. May provide technical guidance and instruction to lower level employees.</p> | <p>Typically requires state licensure as a Journeyman Electrician and two years of relevant work experience.</p> |
| 511 | <p>Plumber Journey-level skilled work in the installation, maintenance, and repair of plumbing systems and fixtures. Installs and troubleshoots water heaters and steam lines. May maintain natural gas appliances.</p> | <p>Typically requires state licensure as a Journeyman Plumber and six months of relevant work experience.</p> |
| 512 | <p>Building Superintendent Plans, directs, and performs repair and maintenance of a large building or a complex of smaller buildings. Supervises and trains staff.</p> | <p>Typically requires two years of relevant work experience.</p> |
| 601 | <p>Dietary Aide Applies dietary guidelines and prepares food under supervision. Cleans and sanitizes cooking utensils. Prepares records and reports.</p> | <p>Typically requires a high school diploma or equivalent and six months of relevant work experience.</p> |
| 602 | <p>Registered Dietitian Journey-level professional dietetic work. Develops menus and special diets. Consults with patients regarding dietary needs and issues and provides them with training and educational services. Consults with other health care professionals regarding care and treatment of patients with special dietary needs.</p> | <p>Typically requires registration as a Dietitian with the American Dietetic Association and state licensure by the Board of Medicine.</p> |
| 603 | <p>Licensed Practical Nurse Journey-level practical nursing work in the care and treatment of the ill, injured or infirmed. Participates as a member of a nursing team in caring for the total needs of the patient. Participates in planning and implementing patient care plans. Observes and communicates patient condition. Administers legally prescribed medications within the scope of state law and institutional policy.</p> | <p>Requires licensure to practice as a Practical Nurse.</p> |

MILLIMAN REPORT

| | | |
|---|---|--|
| <p>605 Registered Nurse</p> | <p>Journey-level professional direct patient care and treatment to patients or residents. Plans and implements patient care plans. Evaluates responses to treatment and maintains comprehensive patient care records. Administers legally prescribed medications within the scope of state law. May supervise staff as assigned.</p> | <p>Requires licensure to practice as a Registered Nurse.</p> |
| <p>606 Nurse Manager (RN)</p> | <p>Supervises nursing staff and ensures quality management. Provides consultation and liaison with staff, health care providers, and the community. Evaluates staff performance. Plans, organizes, and supervises nursing programs. Identifies partnerships or resource sharing opportunities. Develops and oversees contractual agreements for services. Utilizes considerable knowledge of applicable state and federal laws and regulations. Ensures compliance with and monitoring of the appropriate standards. Ensures information is distributed and training is conducted to internal and external individuals or groups.</p> | <p>Requires licensure to practice as a Registered Nurse and one year of relevant supervisory experience.</p> |
| <p>607 Welfare Services Technician</p> | <p>Provides treatment and support services for clients by instructing homemaking, daily living and job attainment skills such as money/budgeting, parenting, personal hygiene, and social skills. Manages and monitors client maladaptive behavior, follow-through and achievement of goals and agreements and ensures access to services. Serves as a client advocate in meetings and with service providers. Acts as a role model and monitors family and child visits and report observations. Collects data and arranges for support services.</p> | <p>Typically requires a high school diploma and six months of relevant work experience.</p> |
| <p>608 Welfare Clinician</p> | <p>Provides assessment, multifaceted clinical therapy and/or rehabilitative services to clients and families. Preparing findings, diagnostic impressions, diagnosis, and recommendations. Selects, scores, administers, and interprets psychological tests. Presents assessment results to multidisciplinary team. Participates in treatment planning. Provides forensic services. Designs and implements training. Coordinates program with other service providers and community organizations. Provides client, family, and community education services.</p> | <p>Typically requires a Master's degree and one year of relevant work experience.</p> |
| <p>611 Health Education Specialist</p> | <p>Professional level work planning, implementing, and conducting health promotion and public health education programs for individuals, groups and the community. Develops program materials and makes presentations regarding program activities.</p> | <p>Typically requires a Bachelor's degree and one year of relevant work experience.</p> |
| <p>612 Health Program Manager</p> | <p>Develops, implements, and evaluates the organization's health program activities. Develops project plans, policies, and contract proposals. Developing data collection and analysis strategies for utilization patterns and needs assessment. Develops and monitors service/contract agreements and ensures quality assurance. Conducting site reviews to evaluate compliance with state and federal regulations. Identifies problem areas and recommends solutions. Trains and provides technical assistance and information to contractors, physicians, health professionals, and the public. Makes presentations to providers and community organizations. May secure funding from grants and private contributors.</p> | <p>Typically requires a Bachelor's degree and two to three years of relevant work experience.</p> |

| | | | |
|-----|--|---|--|
| 701 | Correctional Officer | Journey-level security work in a correctional institution. Ensures security and maintains order by escorting inmates within and outside the institution. Conducts searches of inmates to control contraband. Inspects inmate living quarters to ensure cleanliness and sanitation. Stands watch on an armed post. Patrols grounds and participates in inmate counts. | Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education. |
| 702 | Probation/Parole Officer | Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts pre-sentence and pre-hearing investigations for use in probation and parole proceedings. Assists clients with personal, social, financial, family, employment and psychological problems and works with community service agencies and law enforcement authorities to enhance the process of integrating offenders back into the community. Supervises released offenders by enforcing parole agreements and stipulations, and prepares periodic reports on their activities. Recommends remedial action when appropriate. | Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a high school diploma or equivalent. |
| 703 | Social Worker | Journey-level work performing professional licensed social services or clinical social services. Applies social work principles to investigate, protect and provide social service intervention to children and families having problems with neglect, abuse, delinquency or other social problems. Prepares case assessments and designs case plans. Evaluates progress of client and families. Monitors placements and prepares court and other reports for foster care, adoption, or other social evaluations. Maintains case files. | Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree. |
| 705 | Correctional Lieutenant | Supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Schedules and assigns work to officers. Provides staff training to ensure consistent enforcement of rules and application of standard operating procedures. Evaluates officer performance. Recommends department plans and policies. | Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires one year of relevant supervisory level experience. |
| 706 | Correctional Manager | Manages community-based correctional facilities and associated programs, or a combination of major programs such as security, rehabilitation and treatment, and/or operations in a state correctional facility. Forecasts, develops and controls multiple program and department budgets and develops department goals. Ensures the civil rights of offenders are provided for and protected. Mediates conflicts between internal and external organizations and individuals. Manages contracts with service providers. Maintains a close relationship with law enforcement agencies, courts, Parole Commission, and/or Interstate Compact. Subject to 24-hour emergency call-back. | Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a Bachelor's Degree or relevant management level experience. |
| 707 | Fish & Game Officer, Senior | Journey-level professional law enforcement work in the area of fish and game management. Patrols large, often remote geographical areas for violations of game, fish, and watercraft laws or accidents. Issues citations, secures complaints, conducts investigations, makes arrests, writes reports and testifies in court. Collect data on fish and wildlife populations. Sell licenses and provide information to the public. | Typically requires permanent status as a Conservation Officer or one year of relevant work experience as a sworn peace officer. |

| | | | |
|-----|-----------------------------------|---|--|
| 708 | Police Officer | Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property. | Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination. |
| 709 | Police Captain | Manages all enforcement and support operations for patrol or investigations within a district. Develops and ensures appropriate programs to prevent the loss of life, personal injury, and property destruction. Develops and implements short and long-range plans and programs to improve community, public, legislative, and media relations. Ensures adequate resources are available to fully staff specialty programs. Ensures full participation of subordinate staff in the prosecution of offenders. | Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Typically requires a Bachelor's degree or five to seven years of relevant management level experience. Must possess a valid driver's license and pass a background investigation and polygraph examination. |
| 803 | Scientist | Journey-level professional scientific work applying diversified knowledge and advanced scientific principles, theories, concepts, and techniques. Performs analyses related to a specific environmental, media or scientific discipline. Recommendations have a direct effect on program policies. Provides solutions, standards, and protocols to a wide range of difficult problems. Serves as a task force member or team leader for a group of scientists and support personnel for on-going projects or studies. | Typically requires a Bachelor's degree and four years of relevant work experience or a Master's degree and two years of relevant work experience or a Doctorate of Philosophy. |
| 804 | Chemist, Senior | Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively. | Typically requires a Bachelor's degree and three years of relevant work experience. |
| 805 | Forensic Scientist, Senior | Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty. | Typically requires a Bachelor's degree and three years of relevant work experience. |
| 808 | Engineer (Technical) | Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques. | Typically requires a Bachelor's degree, licensure as a Professional Engineer and four years of relevant work experience. |

| | |
|--|--|
| <p>809 Engineer (Civil) Journey-level professional civil engineering work associated with the planning, designing, and construction of structures, facilities, highways, bridges, transportation systems, including drainage systems. Work involves independent evaluation, adaptation and modification of standard techniques, procedures, and application of theory and practical engineering experience. Plans, schedules, and coordinates detailed phases of the engineering work in part of a major project or in a total project of moderate scope. Requires registration/licensure as a Professional Engineer (PE). May oversee work of technical staff.</p> | <p>Typically requires a Bachelor's degree, licensure as a Professional Engineer and three to four years of relevant work experience.</p> |
| <p>810 Engineering Manager Plans, organizes, directs, staffs, and controls the equivalent of a large department with multiple engineering applications. Develops department policies, rules, procedures, standards and specifications. Ensures the enforcement of uniform interpretation, application, and implementation of engineering standards and procedures. Develops criteria, concepts, and cost estimates. Prepares final designs and specifications. Prepares technical reports, correspondence and publications.</p> | <p>Typically requires a Bachelor's degree, licensure as a Professional Engineer and management level experience.</p> |

MILLIMAN REPORT



Milliman is among the world's largest providers of actuarial and related products and services. The firm has consulting practices in life insurance and financial services, property & casualty insurance, healthcare, and employee benefits. Founded in 1947, Milliman is an independent firm with offices in major cities around the globe.

[milliman.com](https://www.milliman.com)

CONTACT
Lisa Hughes
lisa.hughes@milliman.com

© 2022 Milliman, Inc. All Rights Reserved. The materials in this document represent the opinion of the authors and are not representative of the views of Milliman, Inc. Milliman does not certify the information, nor does it guarantee the accuracy and completeness of such information. Use of such information is voluntary and should not be relied upon unless an independent review of its accuracy and completeness has been performed. Materials may not be reproduced without the express consent of Milliman.

Appendix D - Korn Ferry Classification Review and Salary Structure Report



Classification Review and
Salary Structure Report
State of Idaho

November 23, 2022





1

Classification Audit



2

Introduction

The State of Idaho has utilized the Korn Ferry Hay Method of Job Evaluation for several years to evaluate and place all Classifications into Grade levels

- Grades range from entry-level clerical or trades jobs in Grade D through management roles in agencies and departments in Grade V and above

In 2022, DHR partnered with Korn Ferry to conduct a quality audit of over 900 classifications in all Agencies, Departments and job families to ensure the continued integrity of the career framework at the State

- The review focused on career paths within job families and departments as well as relationships of classifications across Agencies, Departments and job families
- The review allowed for an assessment of classification titles across the State and the ability to update and consolidate titles to ensure consistency and clarity of roles within Grades

Through the process, the State engaged multiple subject matter experts and HR team members to represent the various job families, Agencies and Departments to ensure a full audit and refinement of the hierarchy

- Focus groups were conducted with recommended changes made to Grade levels and titles to gain alignment and consistency, resulting in a clear understanding of the grade levels and relative relationships which will reduce future need for constant job leveling requests
- Final updated Grades were approved by DHR and uploaded into the KF Digital platform to maintain all job evaluations in the future
- This exercise also resulted in minimizing the number of Pay Exceptions through the introduction of proposed salary structures for identified job families as discussed in section 2 of this report



2 Compensation Structure Update



Introduction

State of Idaho currently uses a single salary structure for all job families, and as a result, premium pay grade exceptions are currently in place for positions where market demands a premium

- For 2023 and beyond, Korn Ferry has prepared a recommendation for multiple salary structures to achieve a more competitive market position, while also aligning jobs to the appropriate grade, thus eliminating Pay Exceptions
- Based on an analysis of the market, four structures could accommodate all job families and Agencies across the State:
 - Core
 - Public Safety
 - Information Technology and Engineering
 - Nursing/Healthcare

Korn Ferry has created proposed ranges that target P25 of the Korn Ferry General Market, assuming a 10% discount for the Boise cost-of-labor

- Core jobs were compared to all jobs of similar size in Korn Ferry's national database
- Engineering and IT were compared to specific job family market data
- Public Safety and nurses were market priced by job title as well as Grade level, against Korn Ferry's data and other States and public sector data



Current Salary Structure - Core

The current salary range midpoints at the State are based on the Grade level and are adjusted each year based on typical market movement

- Idaho uses a salary range midpoint with 70% to 150% ranges
- Overall average compa-ratio is 92%, with low compa-ratios in Grades I through M – where 90% of employees exist
- Using a 70% minimum results in starting rates falling well below the market and making it difficult to hire for many jobs across the State
- In comparison to Korn Ferry’s discounted market (90% of national), Idaho’s midpoints fall between P10 and P25 of the market for most Grades and below P10 for jobs at Grade P and above

| Grade | Current 70% Minimum | Current Midpoint | Current 150% Maximum | Current Compa-Ratio | Market P10 | Market P25 | Market P50 | % from P10 | % from P25 |
|-------|---------------------|------------------|----------------------|---------------------|------------|------------|------------|------------|------------|
| V | \$142,501 | \$203,549 | \$305,323 | 118% | \$221,500 | \$260,500 | \$327,400 | -8% | -22% |
| T | \$109,699 | \$156,707 | \$235,061 | n/a | \$161,800 | \$191,200 | \$247,000 | -3% | -18% |
| R | \$86,590 | \$123,698 | \$185,557 | n/a | \$130,200 | \$156,000 | \$189,100 | -5% | -21% |
| Q | \$78,042 | \$111,509 | \$167,274 | 111% | \$112,500 | \$135,200 | \$161,200 | -1% | -18% |
| P | \$70,907 | \$101,317 | \$151,986 | 101% | \$112,100 | \$134,700 | \$160,900 | -10% | -25% |
| O | \$64,834 | \$92,643 | \$138,965 | 96% | \$95,600 | \$114,900 | \$138,200 | -3% | -19% |
| N | \$59,842 | \$85,488 | \$128,232 | 94% | \$82,400 | \$99,000 | \$119,600 | 4% | -14% |
| M | \$54,163 | \$77,355 | \$116,043 | 91% | \$71,300 | \$85,700 | \$103,900 | 8% | -10% |
| L | \$47,902 | \$68,453 | \$102,690 | 91% | \$60,900 | \$73,100 | \$87,900 | 12% | -6% |
| K | \$42,453 | \$60,611 | \$90,917 | 92% | \$52,300 | \$62,800 | \$74,900 | 16% | -3% |
| J | \$37,918 | \$54,142 | \$81,224 | 91% | \$45,000 | \$53,900 | \$64,300 | 20% | 0% |
| I | \$33,592 | \$48,006 | \$72,010 | 90% | \$38,900 | \$46,500 | \$55,500 | 23% | 3% |
| H | \$28,746 | \$41,122 | \$61,693 | 92% | \$33,500 | \$40,200 | \$48,700 | 23% | 2% |
| G | \$24,960 | \$35,714 | \$53,581 | 96% | \$29,600 | \$35,600 | \$43,600 | 21% | 0% |
| F | \$22,027 | \$31,429 | \$47,154 | 100% | \$26,900 | \$32,500 | \$39,600 | 17% | -3% |
| E | \$19,552 | \$27,914 | \$41,870 | 103% | \$24,700 | \$30,000 | \$36,300 | 13% | -7% |
| D | \$15,080 | \$24,960 | \$37,440 | 100% | \$22,600 | \$27,800 | \$33,400 | 10% | -10% |



Recommended Salary Structure – Core

- To better align with the market and the significant movement in pay in recent years, Korn Ferry proposes that the State make some considerable adjustments to the structure, moving closer to the P25 of the national (adjusted) market
- As shown in the table, this requires increases to midpoints ranging from 1% to over 20% depending on the grade
 - This will help with alignment, as the progression between midpoints today is inconsistent, resulting in challenges when promoting employees to a higher grade
 - Korn Ferry also recommends moving minimums to 75% and maintaining a maximum of 150% to recognize the need to pay more aggressively in this competitive market for some jobs

- Average compa-ratio will be 90% using these new ranges



| Grade | Current Midpoint | Proposed 75% Minimum | Proposed Midpoint | Proposed 150% Maximum | % change | % from P25 | Resulting Compa-Ratio |
|-------|------------------|----------------------|-------------------|-----------------------|----------|------------|-----------------------|
| V | \$203,549 | \$168,750 | \$225,000 | \$337,500 | 10.5% | -14% | 107% |
| T | \$156,707 | \$131,250 | \$175,000 | \$262,500 | 11.7% | -8% | n/a |
| R | \$123,698 | \$112,500 | \$150,000 | \$225,000 | 21.3% | -4% | n/a |
| Q | \$111,509 | \$97,500 | \$130,000 | \$195,000 | 16.6% | -18% | 96% |
| P | \$101,317 | \$84,750 | \$113,000 | \$169,500 | 11.5% | -16% | 90% |
| O | \$92,643 | \$74,550 | \$99,400 | \$149,100 | 7.3% | -13% | 89% |
| N | \$85,488 | \$66,225 | \$88,300 | \$132,450 | 3.3% | -11% | 91% |
| M | \$77,355 | \$59,250 | \$79,000 | \$118,500 | 2.1% | -8% | 89% |
| L | \$68,453 | \$52,050 | \$69,400 | \$104,100 | 1.4% | -5% | 90% |
| K | \$60,611 | \$46,050 | \$61,400 | \$92,100 | 1.3% | -2% | 91% |
| J | \$54,142 | \$40,950 | \$64,600 | \$81,900 | 0.8% | 1% | 90% |
| I | \$48,006 | \$36,750 | \$49,000 | \$73,500 | 2.1% | 5% | 88% |
| H | \$41,122 | \$31,125 | \$41,500 | \$62,250 | 0.9% | 3% | 92% |
| G | \$35,714 | \$27,375 | \$36,500 | \$54,750 | 2.2% | 3% | 94% |
| F | \$31,429 | \$24,300 | \$32,400 | \$48,600 | 3.1% | 0% | 97% |
| E | \$27,914 | \$21,750 | \$29,000 | \$43,500 | 3.9% | -3% | 99% |
| D | \$24,960 | \$19,500 | \$26,000 | \$39,000 | 4.2% | -6% | 96% |

Current salary structure – Public Safety

Using the core salary structure for Public Safety jobs results in a less competitive position in the market, as these jobs are typically priced at a premium compared to other job families due to the working environment and physical skills required in the jobs

- The Public Safety jobs from Sergeant through Major are paid high against the current ranges, recognizing the need to compete in the market using the less competitive structure today
- When compared to other State police departments, Idaho's Conservation Officer Senior, ISP Specialist, and Correctional Manager 2 midpoints are in line with the average
- Captain, Trooper, Probation and Parole Officer, and Correctional Officers are paid low compared to other states

| Title | Grade | Current Average Pay | Current Midpoint | Current Compa-Ratio | NCASG Market Avg | MP % from Market Avg |
|----------------------------------|-------|---------------------|------------------|---------------------|------------------|----------------------|
| ISP MAJOR | Q | \$127,948 | \$111,509 | 115% | | |
| ISP CAPTAIN | P | \$112,125 | \$101,317 | 111% | \$126,502 | -20% |
| ISP LIEUTENANT | O | \$106,942 | \$92,643 | 115% | | |
| ISP SERGEANT | N | \$92,049 | \$85,488 | 108% | \$97,033 | -12% |
| CORRECTIONAL MANAGER 2 | N | \$78,268 | \$85,488 | 92% | \$88,422 | -3% |
| ISP SPECIALIST | M | \$80,553 | \$77,355 | 104% | \$75,095 | 3% |
| ISP TROOPER | L | \$63,648 | \$68,453 | 93% | \$80,184 | -15% |
| CONSERVATION OFFICER, SENIOR | L | \$66,058 | \$68,453 | 97% | \$67,796 | 1% |
| PROBATION AND PAROLE OFFICER, SR | K | \$52,704 | \$60,611 | 87% | \$64,675 | -6% |
| CORRECTIONAL OFFICER | I | \$47,664 | \$48,006 | 99% | \$56,180 | -15% |



Recommended salary structure – Public Safety

Korn Ferry recommends a premium-priced structure for jobs in Public Safety to ensure competitiveness closer to the average for similar jobs while using the internal Grade hierarchy to recognize career progressions

- The midpoints require increases ranging from 2% to 16% to compete with the average of the market for public safety roles in other states
- This results in a premium-priced structure ranging from 10% at Grade H and diminishing to align with the Core Structure at grade M
- The overall compa-ratio for these employees will be lower in the range initially and will warrant some attention to move salaries closer to market

| Grade | Current Midpoint | Proposed 75% Minimum | Proposed Midpoint | Proposed 150% Maximum | Public Safety vs Core | % change | % from Mkt | Resulting Compa-Ratio |
|-------|------------------|----------------------|-------------------|-----------------------|-----------------------|----------|------------|-----------------------|
| Q | \$111,509 | \$97,500 | \$130,000 | \$195,000 | 0% | 16.6% | | 98% |
| P | \$101,317 | \$84,750 | \$113,000 | \$169,500 | 0% | 11.5% | -11% | 86% |
| O | \$92,643 | \$74,550 | \$99,400 | \$149,100 | 0% | 7.3% | | 108% |
| N | \$85,488 | \$66,225 | \$88,300 | \$132,450 | 0% | 3.3% | -5% | 101% |
| M | \$77,355 | \$59,250 | \$79,000 | \$118,500 | 0% | 2.1% | 5% | 98% |
| L | \$68,453 | \$53,550 | \$71,400 | \$107,100 | 3% | 4.3% | -4% | 88% |
| K | \$60,611 | \$48,750 | \$65,000 | \$97,500 | 6% | 7.2% | 1% | 82% |
| J | \$54,142 | \$44,775 | \$59,700 | \$89,550 | 9% | 10.3% | | 80% |
| I | \$48,006 | \$41,400 | \$55,200 | \$82,800 | 13% | 15.0% | -2% | 79% |
| H | \$41,122 | \$34,275 | \$45,700 | \$68,550 | 10% | 11.1% | | 72% |



Current salary structure – IT and engineering

Using the current salary ranges for the IT and Engineering jobs results in an uncompetitive position for the State when hiring for and retaining these professionals

- Market premium for IT and Engineering jobs at P25 is about 10% on average, with the premium typically phased out by Grade Q as jobs become more “management” roles than technical individual contributors
- The current compa-ratio for these employees is quite good, as the State needs to pay well in the range to attract and retain individuals with these technical skills
- When comparing to technical jobs in the market, the State’s midpoints are well below the P25

| Grade | Current 70% Minimum | Current Midpoint | Current 150% Maximum | Current Compa-Ratio | Market P10 | Market P25 | Market P60 | % from P10 | % from P25 |
|-------|---------------------|------------------|----------------------|---------------------|------------|------------|------------|------------|------------|
| Q | \$78,042 | \$111,509 | \$167,274 | 106% | \$129,400 | \$155,500 | \$185,300 | -14% | -28% |
| P | \$70,907 | \$101,317 | \$151,986 | 103% | \$111,200 | \$134,300 | \$161,100 | -9% | -25% |
| O | \$64,834 | \$92,643 | \$138,965 | 102% | \$96,700 | \$117,300 | \$142,600 | -4% | -21% |
| N | \$59,842 | \$85,488 | \$128,232 | 100% | \$85,000 | \$103,100 | \$125,700 | 1% | -17% |
| M | \$54,163 | \$77,355 | \$116,043 | 100% | \$75,200 | \$91,200 | \$111,600 | 3% | -15% |
| L | \$47,902 | \$68,453 | \$102,690 | 96% | \$65,600 | \$79,500 | \$96,400 | 4% | -14% |
| K | \$42,453 | \$60,611 | \$90,917 | 91% | \$57,800 | \$70,000 | \$84,200 | 5% | -13% |
| J | \$37,918 | \$54,142 | \$81,224 | 92% | \$49,700 | \$60,100 | \$72,300 | 9% | -10% |
| I | \$33,592 | \$48,006 | \$72,010 | 93% | \$43,000 | \$51,800 | \$62,400 | 12% | -7% |



Recommended salary structure – IT and engineering

Korn Ferry has created a salary structure for these technical job families to target towards P25 of General Market for information technology and engineering jobs

- This results in a premium-priced structure ranging around 14% at each Grade and diminishing to align with the Core structure at Grade Q
- Resulting compa-ratio for these employees will be low, allowing for adjustments to salary to move towards a more competitive pay practice

| Grade | Current Midpoint | Proposed 75% Minimum | Proposed Midpoint | Proposed 150% Maximum | IT vs Core | % change | % from P25 | Resulting Compa-Ratio |
|-------|------------------|----------------------|-------------------|-----------------------|------------|----------|------------|-----------------------|
| Q | \$111,509 | \$97,500 | \$130,000 | \$195,000 | 0% | 17% | -16% | 94% |
| P | \$101,317 | \$88,875 | \$118,500 | \$177,750 | 5% | 17% | -12% | 89% |
| O | \$92,643 | \$81,975 | \$109,300 | \$163,950 | 10% | 18% | -7% | 88% |
| N | \$85,488 | \$73,275 | \$97,700 | \$146,550 | 11% | 14% | -5% | 87% |
| M | \$77,355 | \$66,000 | \$88,000 | \$132,000 | 11% | 14% | -4% | 88% |
| L | \$68,453 | \$58,650 | \$78,200 | \$117,300 | 13% | 14% | -2% | 85% |
| K | \$60,611 | \$50,625 | \$67,500 | \$101,250 | 10% | 11% | -4% | 84% |
| J | \$54,142 | \$44,475 | \$59,300 | \$88,950 | 9% | 10% | -1% | 88% |
| I | \$48,006 | \$39,300 | \$52,400 | \$78,600 | 7% | 9% | 1% | 85% |



Current salary structure – Nursing

Base salary midpoints for nurses and other healthcare jobs are based on the core structure, with some (but not all) of the jobs placed one grade higher for an “exception”

- As reflected in the table, the nursing jobs are paid below the adjusted P25 of the market, except for the Nursing Assistants and LPNs which are currently paid at or above market Median due to pay grade exceptions
- The hourly jobs, with the pay grade exceptions, align well with the title matching for the market, falling at P50 or above, which is required to hire these roles

| Title | Current Grade | New Grade | Current Midpoint at Current Grade | Current 70% Minimum | Current Midpoint at New Grade | Current 150% Maximum | Current Compa-Ratio | Market P10 | Market P25 | Market P50 | % from P10 | % from P25 |
|-----------------------------|---------------|-----------|-----------------------------------|---------------------|-------------------------------|----------------------|---------------------|------------|------------|------------|------------|------------|
| NURSING SERVICES DIR | P | O | \$101,317 | \$64,834 | \$92,643 | \$138,965 | 96% | \$87,600 | \$105,400 | \$107,400 | 6% | -12% |
| NURSE, REGISTERED MANAGER | N | N | \$85,488 | \$59,842 | \$85,488 | \$128,232 | 100% | \$86,500 | \$96,500 | \$110,900 | -1% | -11% |
| NURSE, REGISTERED SENIOR | N | M | \$85,488 | \$54,163 | \$77,355 | \$116,043 | 90% | \$86,100 | \$103,100 | \$117,700 | -10% | -25% |
| NURSE, REGISTERED | L | L | \$68,453 | \$47,902 | \$68,453 | \$102,690 | 101% | \$71,900 | \$82,300 | \$99,600 | -5% | -17% |
| NURSE, REGISTERED | | K | | \$42,453 | \$60,611 | \$90,917 | | \$58,700 | \$66,400 | \$77,800 | 3% | -9% |
| Market benchmark RN level J | | J | | \$37,918 | \$54,142 | \$81,224 | | \$52,700 | \$61,600 | \$70,700 | 3% | -12% |
| NURSE, LICENSED PRACTICAL | J | I | \$54,142 | \$33,592 | \$48,006 | \$72,010 | 97% | \$41,800 | \$46,600 | \$53,000 | 15% | 3% |
| NURSING ASST., CERTIFD-SR | I | H | \$48,006 | \$28,746 | \$41,122 | \$61,693 | 94% | \$35,500 | \$37,100 | \$39,600 | 16% | 11% |
| NURSING ASST CERT | H | G | \$41,122 | \$24,960 | \$35,714 | \$53,581 | 97% | \$27,800 | \$30,600 | \$33,000 | 29% | 17% |



Recommended salary structure – Nursing

Based on the market pricing and title matching to the healthcare industry, Korn Ferry recommends that Idaho create a career framework with the grades below and salary structure to ensure a policy that targets towards the P25

- It is clear that the nursing jobs require an adjustment to the structure to be competitive, however, many individuals will also require increases to become more competitive
- These midpoints are approximately 6-16% above the core structure, with the premium phased out by grade P
- Jobs are returned to their appropriate job evaluation grade rather than using a “pay exception”

| Title | Current Grade | New Grade | Current Midpoint | Current Midpoint at New Grade | Proposed 75% Minimum | Proposed Midpoint | Proposed 150% Maximum | Nursing vs Core | % Change using current grade | % Change using NEW grade | % from P25 | Resulting Compa-Ratio |
|-------------------------------|---------------|-----------|------------------|-------------------------------|----------------------|-------------------|-----------------------|-----------------|------------------------------|--------------------------|------------|-----------------------|
| NURSING SERVICES DIR | P | O | \$101,317 | \$92,643 | \$78,750 | \$105,000 | \$157,500 | 6% | 4% | 13% | 0% | 101% |
| NURSE, REGISTERED MANAGER | N | N | \$85,488 | \$85,488 | \$72,600 | \$96,800 | \$145,200 | 10% | 13% | 13% | 0% | 81% |
| NURSE, REGISTERED SENIOR (NP) | N | M | \$85,488 | \$77,355 | \$67,500 | \$90,000 | \$135,000 | 14% | 5% | 16% | -13% | 95% |
| NURSE, REGISTERED III | L | L | \$68,453 | \$68,453 | \$58,950 | \$78,600 | \$117,900 | 13% | 15% | 15% | -4% | 83% |
| NURSE, REGISTERED II | | K | | \$60,611 | \$51,750 | \$69,000 | \$103,500 | 12% | | 14% | 4% | n/a |
| Nurse, Registered I | | J | | \$54,142 | \$45,675 | \$60,900 | \$91,350 | 12% | | 12% | -1% | 87% |
| NURSE, LICENSED PRACTICAL | J | I | \$54,142 | \$48,006 | \$40,650 | \$54,200 | \$81,300 | 11% | 0% | 13% | 16% | 82% |
| NURSING ASST., CERTIFD-SR | I | H | \$48,006 | \$41,122 | \$36,005 | \$48,006 | \$72,009 | 16% | 0% | 17% | 29% | 85% |
| NURSING ASST CERT | H | G | \$41,122 | \$35,714 | \$30,900 | \$41,200 | \$61,800 | 13% | 0% | 15% | 35% | 85% |



All Recommended Structures

The table below shows the current salary range midpoints as well as the four recommended midpoint options

| Grade | Current Midpoint | Core | Public Safety | IT/Engineering | Nursing/ Healthcare |
|-------|------------------|-----------|---------------|----------------|---------------------|
| V | \$203,549 | \$225,000 | | | |
| T | \$156,707 | \$175,000 | | | |
| R | \$123,698 | \$150,000 | | | |
| Q | \$111,509 | \$130,000 | | | |
| P | \$101,317 | \$113,000 | | \$118,500 | |
| O | \$92,643 | \$99,400 | | \$109,300 | \$105,000 |
| N | \$85,488 | \$88,300 | | \$97,700 | \$96,800 |
| M | \$77,355 | \$79,000 | | \$88,000 | \$90,000 |
| L | \$68,453 | \$69,400 | \$71,400 | \$78,200 | \$78,600 |
| K | \$60,611 | \$61,400 | \$65,000 | \$67,500 | \$69,000 |
| J | \$54,142 | \$54,600 | \$59,700 | \$59,300 | \$60,900 |
| I | \$48,006 | \$49,000 | \$55,200 | \$52,400 | \$54,200 |
| H | \$41,122 | \$41,500 | \$45,700 | | \$48,006 |
| G | \$35,714 | \$36,500 | | | \$41,200 |
| F | \$31,429 | \$32,400 | | | |
| E | \$27,914 | \$29,000 | | | |
| D | \$24,960 | \$26,000 | | | |



Impact of Proposed Structures

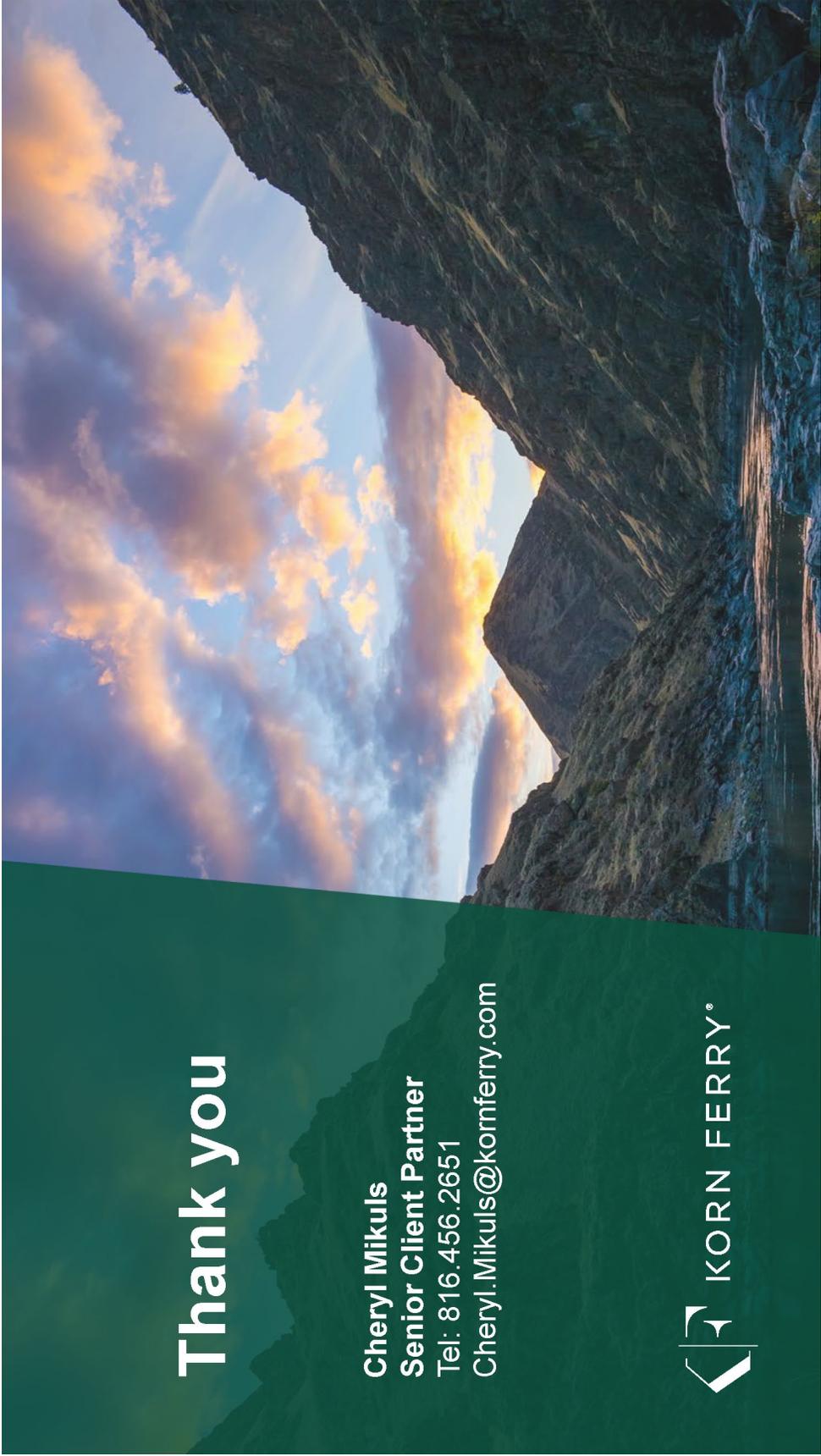
Historically, State of Idaho has used one structure for all classifications and adjusted these ranges annually by an inflationary factor, using “exceptions” for jobs or job families that require more competitive pay levels

- As the market has moved variably over the years and aggressively in recent years, the structure at the State has become uncompetitive against the labor market, making it difficult to recruit and retain employees
- At the same time, the need to make “exceptions” has placed pressure on the internal job evaluation hierarchy, resulting in a disconnect in the career framework while attempting to adjust compensation for certain jobs or job families
- To build upon the strength of the internal grade structure, which was refined during the audit, and recognize the fast-changing competitive marketplace for talent, the State requires significant changes to the existing compensation structure

The update to the Core structure and creation of 3 job family structures recognizes the need to align pay with the market for the State, recognizing that certain job families require separate structures while maintaining the integrity of the job framework and grading structure

- These updates to the structure will help the State in recruiting for all jobs, recognizing the need to compete in the broader market and specifically for critical job families
- Future maintenance of grade levels will be less complex, given the recent audit and update to the grades for all classifications, with minimal need to make “pay exceptions”
- As additional jobs or job families are identified that present challenges to the State, Korn Ferry and DHR will work to determine the placement of jobs into these structures to ensure competitive compensation





Thank you

Cheryl Mikuls
Senior Client Partner
Tel: 816.456.2651
Cheryl.Mikuls@kornferry.com



Appendix E - §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code

TITLE 67
STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

67-5309C. ANNUAL SURVEYS, REPORTS, AND RECOMMENDATIONS. (1) The administrator of the division of human resources shall conduct or approve annual salary and benefit surveys within relevant labor markets to determine salary ranges and benefit packages that represent competitive labor market average rates and benefits provided by private industry and other governmental units.

(2) A report of the results of the annual salary and benefit surveys and recommendations for changes to meet the requirements of section 67-5309A, Idaho Code, together with their estimated costs of implementation, shall be submitted to the governor and the legislature not later than the first day of December of each year. The report must include the total amount of salary savings realized in the previous budget year and must include information regarding the dispensation of such funds, including but not limited to the amount that was reverted back, any funds used for ongoing employee raises, funds used for onetime employee stipends, and funds expended for any other purposes. The recommendations shall include, at a minimum, four (4) components to address the compensation philosophy described in section 67-5309A, Idaho Code, and shall include specific funding recommendations for each component:

(a) A recommendation for market-related changes necessary to address systemwide structure adjustments to stay competitive with relevant labor markets. Such recommendation may include a market-related payline adjustment for all eligible employees, as well as the structure, to avoid compression in the salary system.

(b) A recommendation for market-related changes necessary to address specific occupational inequities.

(c) A recommendation for a merit increase component to recognize and reward state employees in the performance of public service to the citizens of Idaho.

(d) A recommendation for any changes to the employee benefit package, including any adjustments to the overall design of the benefit package and/or employee contributions.

(3) The governor shall submit his own recommendations on proposed changes in salaries and benefits to the legislature prior to the seventh legislative day of each session. Such recommendations shall address, at a minimum, the four (4) components and subsequent funding for each component required in this section.

(4) The legislature may, by concurrent resolution, accept, modify, or reject the governor's recommendations, but any such action by the legislature, at a minimum, shall address the four (4) components and subsequent funding of each component required in this section. The

failure of the legislature to accept, modify, or reject the recommendations prior to adjournment sine die shall constitute approval of the governor's recommendations, and such recommendations shall be funded through appropriations provided by law. The administrator of the division of human resources shall implement necessary and authorized changes to salary and pay schedule by rule. The director of the department of administration shall implement necessary and authorized changes to benefits. History: [67-5309C, added 2006, ch. 380, sec. 14, p. 1190; am. 2021, ch. 271, sec. 1, p. 821.]

Appendix F - §59-1603 Conformity With Classified Positions, Idaho Code

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

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

(2) To the extent possible, nonclassified state employees in the executive department reporting to the governor or a board or commission appointed by the governor shall conform with chapter 53, title 67, Idaho Code, defining the state personnel system, in sections where nonclassified state employee personnel standards are expressly defined.

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

(4) The supreme court shall determine the schedules of salary and compensation for all officers and employees of the judicial department that are not otherwise fixed by law. To the extent possible, the supreme

court shall adopt schedules compatible with the state's accounting system. The judicial department may also maintain personnel records and files under such system as is ordered by the supreme court.

(5) The state board of education shall determine the schedules of salary and compensation, and prescribe policies for overtime and compensatory time off from duty, for all officers, teaching staff, and employees of the state board of education as provided by law. To the extent possible, the state board of education shall adopt schedules and policies compatible with the state's accounting system. The state board of education may also maintain personnel records and files under a system of its own, if approved by the state controller.

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

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

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

(9) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are

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

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

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

(12) In addition to salary increases provided by any compensation schedule, nonclassified officers and employees, except those who are

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

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

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

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

(c) Wildland firefighter differential pay up to twenty-five percent (25%) of hourly rates for wildland firefighting personnel who hold current incident qualification cards while working on the fireline of a fire incident not deemed controlled or at a fire incident helibase servicing active flights.

(14) In unusual circumstances, when a distribution has been approved for classified employees pursuant to section 67-5309D, Idaho Code, each

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

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

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

History:

[59-1603, added 1977, ch. 307, sec. 16, p. 873; am. 1983, ch. 5, sec. 2, p. 21; am. 1987, ch. 228, sec. 1, p. 484; am. 1993, ch. 318, sec. 1, p. 1174; am. 1994, ch. 180, sec. 144, p. 513; am. 1994, ch. 272, sec. 6, p. 847; am. 1999, ch. 370, sec. 26, p. 1013; am. 2003, ch. 168, sec. 2, p. 477; am. 2006, ch. 380, sec. 3, p. 1176.; am. 2018, ch. 117, sec. 1, p. 247; am. 2022, ch. 112, sec. 1, p. 398; am. 2022, ch. 202, sec. 1, p. 658.]

Appendix G - FY 2023 Compensation Schedule

| FY 2023 Compensation Schedule - Effective 6/12/2022 | | | | | | | | | |
|---|----------------|-----------------|----------------|---------|---------|----------|-----------|-----------|-----------|
| Pay Grade | Minimum Points | Grade Points | Maximum Points | Hourly | | | Annual | | |
| | | | | Minimum | Policy | Maximum | Minimum | Policy | Maximum |
| D | | Below 10 Points | | \$7.25 | \$2.00 | \$8.00 | \$15,080 | \$24,960 | \$37,440 |
| E | 110 | 119 | 130 | \$9.40 | \$13.42 | \$20.13 | \$19,552 | \$27,914 | \$41,870 |
| F | 131 | 142 | 154 | \$10.59 | \$15.11 | \$22.67 | \$22,027 | \$31,429 | \$47,154 |
| G | 155 | 169 | 184 | \$12.00 | \$17.17 | \$25.76 | \$24,960 | \$35,714 | \$53,581 |
| H | 185 | 201 | 219 | \$13.82 | \$19.77 | \$29.66 | \$28,746 | \$41,122 | \$61,693 |
| I | 220 | 240 | 262 | \$16.15 | \$23.08 | \$34.62 | \$33,592 | \$48,006 | \$72,010 |
| J | 263 | 286 | 312 | \$18.23 | \$26.03 | \$39.05 | \$37,918 | \$54,142 | \$81,224 |
| K | 313 | 341 | 372 | \$20.41 | \$29.14 | \$43.71 | \$42,453 | \$60,611 | \$90,917 |
| L | 373 | 406 | 443 | \$23.03 | \$32.91 | \$49.37 | \$47,902 | \$68,453 | \$102,690 |
| M | 444 | 485 | 528 | \$26.04 | \$37.19 | \$55.79 | \$54,163 | \$77,355 | \$116,043 |
| N | 529 | 578 | 630 | \$28.77 | \$41.10 | \$61.65 | \$59,842 | \$85,488 | \$128,232 |
| O | 631 | 688 | 750 | \$31.17 | \$44.54 | \$66.81 | \$64,834 | \$92,643 | \$138,965 |
| P | 751 | 828 | 904 | \$34.09 | \$48.71 | \$73.07 | \$70,907 | \$101,317 | \$151,986 |
| Q | 905 | 998 | 1090 | \$37.52 | \$53.61 | \$80.42 | \$78,042 | \$111,509 | \$167,274 |
| R | 1091 | 1176 | 1292 | \$41.63 | \$59.47 | \$89.21 | \$86,590 | \$123,698 | \$185,557 |
| S | 1293 | 1399 | 1531 | \$46.69 | \$66.71 | \$100.07 | \$97,115 | \$138,757 | \$208,146 |
| T | 1532 | 1665 | 1822 | \$52.74 | \$75.34 | \$113.01 | \$109,699 | \$156,707 | \$235,061 |
| U | 1823 | 1980 | 2166 | \$59.94 | \$85.61 | \$128.42 | \$124,675 | \$178,069 | \$267,114 |
| V | 2167 | 2354 | 2575 | \$68.51 | \$97.86 | \$146.79 | \$142,501 | \$203,549 | \$305,323 |

Appendix H - §67-5309B Idaho Compensation Plan, Idaho Code

TITLE 67
STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

67-5309B. IDAHO COMPENSATION PLAN. (1) The administrator of the division of human resources shall establish benchmark job classifications and shall assign all classifications to a pay grade utilizing the Hay profile method in combination with market data. Pay grades established or revised by the administrator shall appropriately weigh Hay points and market data to ensure internal equity and market equity within the classified service.

(2) It shall be the responsibility of each department director to prepare a department salary administration plan and corresponding budget plan that supports the core mission of the department and is consistent with the provisions of section [67-5309A](#), Idaho Code.

(3) Advancement in pay shall be based on performance and market changes and be provided in a variety of delivery methods, including ongoing increases, temporary increases and market related payline moves. Market related payline moves may advance all eligible employees as well as the structure to avoid compression in the salary system.

(4) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the division of human resources. Such matrix shall be based upon the employee's proximity to the state midpoint market average, and the employee's relative performance. Such matrix may be adapted by each agency to meet its specific needs when approved by the division of human resources.

(5) No employee shall advance in a salary range without a performance evaluation on file certifying that the employee meets the performance criteria of the assigned position.

(6) Each employee's work performance shall be evaluated through a format and process approved by the department and the division of human resources. The employee shall be evaluated after one thousand forty (1,040) hours of credited state service from the date of initial appointment or promotion, and thereafter be evaluated after each two thousand eighty (2,080) hours of credited state service. Employees may be eligible for advancement in pay if certified as meeting the performance requirements of this section. However, such in-grade advancement shall not be construed as a vested right. The department director shall designate in writing whether such in-grade advancement is temporary, conditional or permanent. It shall be the specific responsibility of the employee's immediate supervisor to effect the evaluation process. Such evaluation shall be approved by the department director or the director's designee.

(7) All supervisors who evaluate state employees shall receive training in the evaluation format and process to assure fairness and consistency in the evaluation process.

(8) Notwithstanding any other provision of Idaho Code, it is hereby declared to be the policy of the legislature of the state of Idaho that all classified employees of like classification and pay grade allocation shall be treated in a substantially similar manner with reference to personnel benefits.

History: [67-5309B, added 2006, ch. 380, sec. 12, p. 1189.]

Appendix I - Five Year Synopsis of State CEC Increases FY 2019-2023

| Fiscal Year | DHR Recommendation | Executive Budget Recommendation | Legislative Action |
|-------------|---|--|---|
| FY 23 | DHR recommends funding a 5% total CEC for permanent positions: increase current salary structure by 2% and fully fund all employee market adjustment for FY23, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits. | The Governor recommended a 3% merit increase for permanent state employees, a 2% fully funded upwards shift of the compensation schedule, continuation of jobs on pay line exception, and maintenance of the current appropriated amount for health insurance per eligible full-time FTP. The Legislature’s Joint CEC Committee recommended a 3% shift to the salary structure for classified employees; a 3% salary increase to all permanent positions; funding of \$1.25 per hour for permanent employees based on merit. | The Legislature authorized and funded a 3% shift to the salary structure for classified employees; a 3% salary increase to all permanent positions; funding of \$1.25 per hour for permanent employees based on merit; and continuation of jobs on pay line exception. Maintain current employee health insurance benefit package with no significant changes in plan design. Appropriation levels for FY23 increased from \$11,650 to \$12,500 per FTP, and a one-year holiday for employers that contribute to the PERSI-managed sick leave plan. |
| FY 22 | DHR recommends increasing the current salary structure by at least 2% for FY22, continuation of job classifications on pay line exception. Budget at least a 2% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits. | The Governor recommended a 2% merit increase for permanent state employees, a 2% upwards shift of the compensation schedule, continuation of jobs on pay line exception, and maintenance of the current appropriated amount for health insurance per eligible full-time FTP. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation. | The Legislature authorized and funded a 2% merit increase for all permanent employees A 2% upwards shift of the compensation schedule, and continuation of jobs on pay line exception was approved. Maintain current appropriated amount for health insurance per eligible full-time FTP, and a one-year holiday for employers that contribute to the PERSI-managed sick leave plan. |

Appendix I - Five Year Synopsis of State CEC Increases FY 2019-2023 (continued)

| Fiscal Year | DHR Recommendation | Executive Budget Recommendation | Legislative Action |
|-------------|--|---|--|
| FY 21 | DHR recommends increasing the current salary structure by at least 3% for FY21, continuation of job classifications on pay line exception. Budget at least a 2% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits. | The Governor recommended a 2% merit increase for permanent state employees, a 3% upwards shift of the compensation schedule, continuation of jobs on pay line exception, maintenance of the current appropriated amount for health insurance per eligible full-time FTP, and a reduction to funding equivalent to reducing the sick leave rate from 0.65% to 0.0%. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation and added a 2% equity (not merit-based) for permanent employees in the 20 target classifications identified by DHR as most critical. | The Legislature authorized and funded a 2% merit increase for all permanent employees and a 2% equity (not merit-based) for permanent employees in the 20 target classifications identified by DHR as most critical. A 3% upwards shift of the compensation schedule, and continuation of jobs on pay line exception was approved. Maintain current appropriated amount for health insurance per eligible full-time FTP, and a reduction to funding equivalent to reducing the sick leave rate from 0.65% to 0.0%. |
| FY 20 | DHR recommends increasing the current salary structure by at least 2% for FY20, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits. | The Governor recommended a 3% merit increase for permanent state employees, a 2% upwards shift of the compensation schedule, continuation of jobs on pay line exception, and maintenance of the current employee benefit structure, specifically the employee and employer contribution amounts. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation, amending the 3% merit increase to include a one-time annual increase of \$550 (not merit-based) for all permanent employees. | The Legislature authorized and funded a 2% merit increase for permanent employees and a one-time annual increase of \$550 (not merit-based) for all permanent employees, totaling 3%. A 3% upwards shift of the compensation schedule, and continuation of jobs on pay line exception was approved and maintain the benefit funding at its current level. |

Appendix I - Five Year Synopsis of State CEC Increases FY 2019-2023 (continued)

| Fiscal Year | DHR Recommendation | Executive Budget Recommendation | Legislative Action |
|-------------|---|--|---|
| FY 19 | <p>DHR recommends increasing the current salary structure by at least 3% for FY19 (estimated cost of \$260k), continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase (estimated cost of \$19 million to general fund and \$22.6 million to other funds). State to maintain funding for the employer cost of group insurance and retirement benefits.</p> | <p>The Governor recommended a 3% merit increase for permanent state employees, a 3% upwards shift of the compensation schedule, maintain benefits package and a two-month premium holiday. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation, including the benefits package, but there would be no two-month premium holiday.</p> | <p>The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the compensation schedule was approved. Maintain funding for health insurance benefits, including a two-month premium holiday was approved.</p> |

Appendix J – Average Compa-Ratio by Classification

The table below shows classifications with an average compa-ratio of less than 85%, sorted by lowest to highest. *Single-incumbent classes excluded.*

| Class Code Title | Employee Count | Average Pay Rate | Average Policy Rate | Average Compa-Ratio | Average Years of Service |
|-------------------------------|----------------|------------------|---------------------|---------------------|--------------------------|
| TAX AUDITOR 1 | 25 | \$22.82 | \$29.14 | 78% | 2.2 |
| RETIREMENT SPEC | 9 | \$20.40 | \$26.03 | 78% | 7.8 |
| REHAB SPEC, ASSOC, DJC | 3 | \$22.85 | \$29.14 | 78% | 4.2 |
| LANDS RESOURCE FOREMAN | 15 | \$20.62 | \$26.03 | 79% | 5.2 |
| TECHNICIAN 3 | 3 | \$18.30 | \$23.08 | 79% | 1.8 |
| TAX COMPL OFCR 1 | 41 | \$20.66 | \$26.03 | 79% | 4.7 |
| PAROLE INVESTIGATOR | 19 | \$26.21 | \$32.91 | 80% | 14.8 |
| DENTAL ASST 1 | 2 | \$13.75 | \$17.17 | 80% | 1.1 |
| MICROBIOLOGIST SR | 3 | \$23.40 | \$29.14 | 80% | 0.6 |
| TAX AUDITOR 2 | 23 | \$26.51 | \$32.91 | 81% | 6.2 |
| RANGE MGT SPEC | 2 | \$30.00 | \$37.19 | 81% | 2.3 |
| DEV DIS PRG SPEC | 2 | \$30.01 | \$37.19 | 81% | 3.9 |
| LANDS RESOURCE SPEC | 22 | \$23.53 | \$29.14 | 81% | 5.1 |
| MICROBIOLOGIST | 2 | \$21.18 | \$26.03 | 81% | 3.2 |
| PUBLIC UTILITIES AUDITOR 1 | 3 | \$23.73 | \$29.14 | 81% | 3.5 |
| ANALYST 2 | 7 | \$26.92 | \$32.91 | 82% | 9.2 |
| DENTAL ASST 2 | 5 | \$16.17 | \$19.77 | 82% | 5.1 |
| RETAIL ASST MGR | 3 | \$18.92 | \$23.08 | 82% | 1.6 |
| TAX COMPL OFCR 2 | 23 | \$23.92 | \$29.14 | 82% | 8.7 |
| UI TECHNICAL SVCS SPEC | 3 | \$27.14 | \$32.91 | 82% | 13.9 |
| TAX AUTO SYSTEM SPECIALST | 11 | \$27.15 | \$32.91 | 83% | 12.1 |
| IVCC SPECIALIST | 16 | \$21.50 | \$26.03 | 83% | 8.9 |
| TRANSCRIPT EVALUATOR, SR | 13 | \$19.06 | \$23.08 | 83% | 8.7 |
| TRANSCRIPT EVALUATR, CHF | 6 | \$21.51 | \$26.03 | 83% | 14.3 |
| CHILD WELFARE SOCIAL WORKER 1 | 16 | \$24.13 | \$29.14 | 83% | 0.8 |
| AGRICULTURE TRADE SPEC | 4 | \$27.28 | \$32.91 | 83% | 3.0 |
| LABOR COMPLIANCE OFCR | 3 | \$24.18 | \$29.14 | 83% | 16.2 |
| ANALYST 3 | 122 | \$30.87 | \$37.19 | 83% | 9.1 |
| LANDS PROGRAM SPEC | 28 | \$30.94 | \$37.19 | 83% | 10.9 |

Appendix J – Average Compa-Ratio by Classification (continued)

| Class Code Title | Employee Count | Average Pay Rate | Average Policy Rate | Average Compa-Ratio | Average Years of Service |
|------------------------------|----------------|------------------|---------------------|---------------------|--------------------------|
| MECHANICAL SYS OPER | 7 | \$16.46 | \$19.77 | 83% | 5.5 |
| LABORATORY IMPRVMT MGR | 2 | \$34.26 | \$41.10 | 83% | 5.2 |
| PSYCHIATRIC TECH TRNE | 11 | \$16.51 | \$19.77 | 83% | 2.5 |
| MEDICAID PROG POLICY ANALYST | 7 | \$31.07 | \$37.19 | 84% | 9.9 |
| PSYCHOSOCIAL REHAB SPEC | 88 | \$24.43 | \$29.14 | 84% | 3.9 |
| HEALTH PROGRAM SPEC | 61 | \$31.19 | \$37.19 | 84% | 5.9 |
| RELIGIOUS ACTVTS COOR | 3 | \$27.63 | \$32.91 | 84% | 2.2 |
| FACILITY SCHEDULING COOR | 6 | \$21.87 | \$26.03 | 84% | 5.1 |
| AGRICULTURE PROGRAM SPEC | 21 | \$31.29 | \$37.19 | 84% | 8.6 |
| CONSTRUCTION FRMN | 3 | \$24.54 | \$29.14 | 84% | 7.1 |
| MECHANICAL SYS SUPV | 2 | \$21.99 | \$26.03 | 84% | 7.1 |
| REMOTE SNSG ANLYST TECH | 2 | \$31.44 | \$37.19 | 85% | 2.8 |
| LANDS SECTION MANAGER | 5 | \$37.66 | \$44.54 | 85% | 10.6 |
| UI CLAIMS ADJUDICATOR | 32 | \$24.65 | \$29.14 | 85% | 9.5 |
| HEALTHY CONNECTIONS REP | 6 | \$27.86 | \$32.91 | 85% | 20.8 |
| EMPLOYEE BENEFITS SPEC | 3 | \$22.06 | \$26.03 | 85% | 6.2 |
| P&R RANGER | 52 | \$22.07 | \$26.03 | 85% | 5.9 |
| SELF-RELIANCE SPECIALIST | 349 | \$22.08 | \$26.03 | 85% | 6.7 |
| P&R MANAGER 2 | 9 | \$27.98 | \$32.91 | 85% | 14.0 |
| CHEMIST | 4 | \$22.15 | \$26.03 | 85% | 5.6 |
| TAXPAYER SVCS REP | 9 | \$19.66 | \$23.08 | 85% | 6.8 |
| WILDLAND FIRE DISPATCH COORD | 2 | \$19.68 | \$23.08 | 85% | 1.3 |
| DISABILITY CLMS AJCTR TR | 25 | \$22.20 | \$26.03 | 85% | 4.0 |
| HUMAN RESOURCE ASSOCIATE | 17 | \$19.70 | \$23.08 | 85% | 1.9 |
| WORKFORCE CONSULTANT | 131 | \$22.22 | \$26.03 | 85% | 8.0 |
| DENTAL ASST 3 | 2 | \$16.88 | \$19.77 | 85% | 4.7 |
| LANDS RESOURCE SPEC, SR | 70 | \$28.11 | \$32.91 | 85% | 13.1 |
| WILDLIFE TECHNICIAN, SR | 13 | \$22.24 | \$26.03 | 85% | 6.6 |
| MICROBIOLOGIST PRIN | 11 | \$28.12 | \$32.91 | 85% | 5.6 |
| WORKFORCE DEV PRGMS SPEC | 7 | \$28.12 | \$32.91 | 85% | 13.1 |

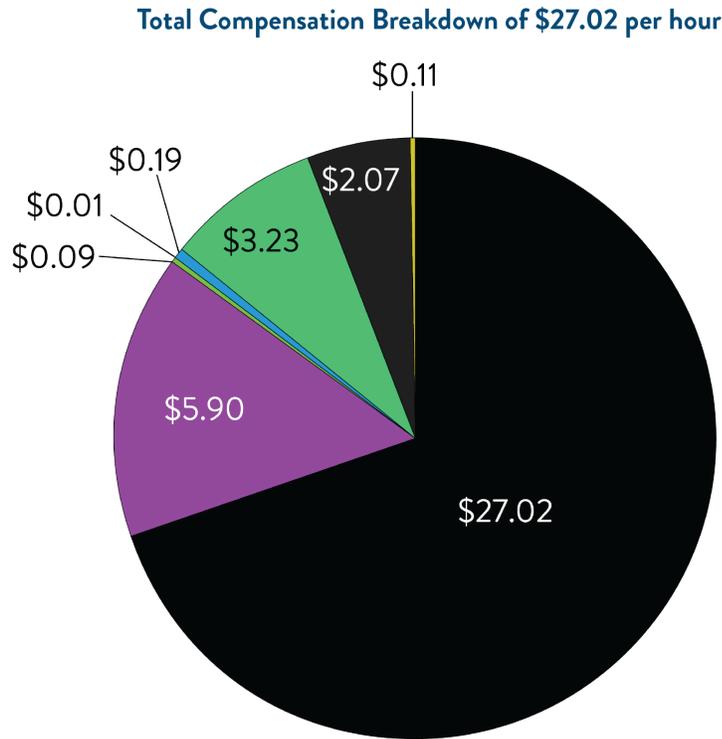
Appendix K - Payline Exception, Specific Occupational Inequities

Note: A payline exception occurs when a higher pay grade is assigned to a job class, generally due to recruitment or retention issues. Payline exceptions are approved by the Administrator of the Division of Human Resources in accordance with §67-5309D (5), Idaho Code, which states that "When necessary to obtain or retain qualified personnel in a particular classification, upon petition of the department to the administrator containing acceptable reasons therefore, a higher temporary pay grade may be authorized by the administrator which, if granted, shall be reviewed annually to determine the need for continuance."

| Classification Title | Classified Employees | Pay Grade | Temporary Pay Grade | Employees Over Pay Grade Max | Salaries Over Pay Grade Max |
|---|----------------------|-----------|---------------------|------------------------------|-----------------------------|
| Custodian | 191 | E | F | | |
| Dietary Aide, Senior | 26 | E | G | 1 | \$541 |
| Electrician, Traffic Signal | 9 | I | J | 4 | \$4,035 |
| Electrician | 13 | I | J | | |
| Plumber | 4 | I | J | | |
| Locksmith | 5 | G | H | | |
| HVAC Specialist | 24 | I | J | | |
| Clinical Specialist | 13 | M | P | 5 | \$11,856 |
| Physician, Public Health | 2 | P | V | 2 | \$115,190 |
| Physician, Psychiatric Specialty | 4 | Q | V | 4 | \$327,184 |
| Physician, Medical Clinic - Institution | 3 | Q | V | 3 | \$174,838 |
| Physician, Epidemiologist - State | 1 | Q | V | 1 | \$87,776 |
| ISP Forensic Scientist 2 | 18 | K | L | | |
| Pharmacy Services Supervisor | 3 | P | R | | |
| Pharmacist, Clinical | 5 | O | Q | | |
| Pharmacy Services Specialist | 2 | M | Q | 2 | \$30,638 |
| Nurse, Registered Senior | 93 | M | N | | |
| Nursing Services Director | 7 | O | P | | |
| Nursing Assistant, Certified | 63 | F | H | 5 | \$9,048 |
| Nursing Assistant, Certified - Senior | 6 | G | I | | |
| Recreation Assistant | 11 | G | H | | |
| Physical Occupational Therapy Aide | 10 | F | H | 4 | \$2,246 |
| Nurse, Licensed Practical | 70 | I | J | | |
| Therapist, Early Intervention | 14 | L | M | | |
| Therapist | 1 | L | M | | |
| Instructor | 29 | K | L | | |
| Psychologist, Chief of | 2 | O | P | | |
| Psychologist | 1 | M | O | | |
| Grand Total | 138 | | | 4 | \$2,246 |

Appendix L – Sample State Employee Total Compensation Breakdown

The diagram below illustrates the components of an employee’s total compensation and the related state paid costs. The benefits costs, equaling \$11.60 per hour, are based on the average classified employee’s wage of \$27.02 an hour.



Salary: 27.02 per hour

Benefits: 11.60 per hour

Total Comp: \$38.62 per hour

- | | |
|--|---|
| <p>Hourly Rate Leave time and 11 holidays included in annual salary</p> | <p>Workers' Compensation Variable: .36% of annual salary</p> |
| <p>Medical Fixed: FY 2023 \$12,267</p> | <p>Life & Disability Insurance Variable: .72% of annual salary</p> |
| <p>Dental Fixed: FY 2023 \$233</p> | <p>Retirement Variable: 11.94% annual salary</p> |
| <p>Unemployment* Variable: .49% of annual salary</p> | <p>FICA & Medicare Tax Variable: 7.65% of annual salary</p> |

* Does not reflect temporary payment holiday

Appendix M - §59-1322 Employer Contributions-Amounts-Rates-Amortization, Idaho Code

TITLE 59
PUBLIC OFFICERS IN GENERAL
CHAPTER 13
PUBLIC EMPLOYEE RETIREMENT SYSTEM

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

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

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

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

- (a) "Valuation" means the most recent actuarial valuation.
- (b) "Valuation date" means the date of such valuation.
- (c) "Effective date" means the date the rates of contributions based on the valuation become effective pursuant to subsection (1) of this section.
- (d) "End date" means the date thirty (30) years after the valuation date until July 1, 1993. On and after July 1, 1993, "end date" means twenty-five (25) years after the valuation date.
- (e) "Unfunded actuarial liability" means the excess of the actuarial present value of (i) over the sum of the actuarial present values of (ii), (iii), (iv) and (v) as follows, all determined by the valuation as of the valuation date:
 - (i) all future benefits payable to all members and contingent annuitants;

- (ii) the assets then held by the funding agent for the payment of benefits under this chapter;
- (iii) the future normal costs payable in respect of all then active members;
- (iv) the future contributions payable under sections 59-1331 through 59-1334, Idaho Code, by all current active members;
- (v) the future contributions payable to the retirement system under sections 33-107A and 33-107B, Idaho Code.
- (f) "Projected salaries" means the sum of the annual salaries of all members in the system.
- (g) "Scheduled amortization amount" means the actuarial present value of future contributions payable as amortization payment from the valuation date until the effective date.

(5) The minimum amortization payment rate shall be that percentage, calculated as of the valuation date, of the then actuarial present value of the projected salaries from the effective date to the end date which is equivalent to the excess of the unfunded actuarial liability over the scheduled amortization amount.

History: [(59-1322) 1963, ch. 349, Art. 9, sec. 1, p. 988; am. 1974, ch. 57, sec. 17, p. 1118; am. 1979, ch. 158, sec. 5, p. 485; am. 1980, ch. 51, sec. 1, p. 106; am. 1982, ch. 243, sec. 4, p. 630; am. 1984, ch. 132, sec. 7, p. 318; am. 1986, ch. 143, sec. 3, p. 401; am. 1986, ch. 146, sec. 1, p. 408; am. 1987, ch. 348, sec. 1, p. 763; am. 1988, ch. 237, sec. 1, p. 465; am. and redesig, 1990, ch. 231, sec. 18, p. 626; am. 1990, ch. 249, sec. 8, p. 712; am. 1992, ch. 342, sec. 5, p. 1047; am. 1999, ch. 271, sec. 1, p. 683.]

Appendix N - Classified and Non-Classified Agency List

| AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES | | |
|--|--|--|
| All Are Executive Branch Agencies | | |
| Administration, Department of | Hispanic Affairs, Commission on | Public Television |
| Administrative Hearings, Office of | Human Resources, Division of | Public Utilities Commission |
| Aging, Commission on | Idaho State University | Soil and Water Commission |
| Agriculture, Department of | Industrial Commission | State Brand Inspector |
| Arts, Commission on the | Information Technology, Office of | State Historical Society |
| Blind and Visually Impaired, Commission for the | Insurance, Department of | State Independent Living Council |
| Board of Education | Juvenile Corrections, Department of | State Liquor Division |
| Boise State University | Labor, Department of | State Police |
| Career - Technical Education | Lands, Department of | State Public Defender Commission |
| Commerce, Department of | Lava Hot Springs Foundation | State Racing Commission |
| Correction, Department of | Lewis - Clark State College | State Tax Commission |
| Division of Occupational and Professional Licenses | Libraries, Commission for | Tax Appeals, Board of |
| Endowment Fund Investment Board | Lottery | Transportation, Department of |
| Environmental Quality, Department of | Pardons and Parole, Commission of | Veterans Services, Division of |
| Finance, Department of | Parks and Recreation, Department of | Vocational Rehabilitation, Division of |
| Fish and Game, Department of | Public Charter School Commission | Water Resources, Department of |
| Health and Welfare, Department of | Public Employee Retirement System of Idaho | |

| AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES | | |
|---|--|----------------------------------|
| Attorney General, Office of the | Judicial Branch | Senate |
| Code Commission | Legislative Services Office | Species Conservation, Office of* |
| Controller, Office of the State | Lieutenant Governor, Office of | State Appellate Public Defender* |
| Correctional Industries* | Military Division* | STEM Action Center* |
| Drug Policy, Office of* | Office of Energy and Mineral Resources | Supt of Public Instruction |
| Financial Management, Division of* | Office of Performance Evaluations | Treasurer, Office of the State |
| Governor, Office of the | Secretary of State, Office of | University of Idaho* |
| House of Representatives | | Women's Commission* |

Total Number of State Agencies = 74

Includes:

Classified = 51

Non-Classified = 23

*Executive Branch Agencies = 61

Appendix O - §67-5303 Application to State Employees, Idaho Code

STATE GOVERNMENT AND STATE AFFAIRS
CHAPTER 53
PERSONNEL SYSTEM

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

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

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

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

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

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

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

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

(h) All employees of the Idaho state bar.

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

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

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

(k) Employees of the military division.

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

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

(n) Temporary employees.

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

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

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

(r) All deputy administrators and wardens employed by the department of correction. Deputy administrators are defined as only

the deputy administrators working directly for the nonclassified division administrators under the director of the department of correction.

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

(t) Any division administrator.

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

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

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

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

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

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

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

History:

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

Appendix P - Workforce Demographics by County

| Work County | Employee Count | Work County | Employee Count |
|-------------|----------------|--------------------|----------------|
| ADA | 11,710 | GOODING | 39 |
| ADAMS | 15 | IDAHO | 135 |
| BANNOCK | 2,625 | JEFFERSON | 106 |
| BEAR LAKE | 28 | JEROME | 92 |
| BENEWAH | 59 | KOOTENAI | 939 |
| BINGHAM | 448 | LATAH | 3,043 |
| BLAINE | 37 | LEMHI | 96 |
| BOISE | 16 | LEWIS | 60 |
| BONNER | 166 | LINCOLN | 87 |
| BONNEVILLE | 593 | MADISON | 43 |
| BOUNDARY | 51 | MINIDOKA | 30 |
| BUTTE | 6 | NEZPERCE | 1,346 |
| CAMAS | 10 | ONEIDA | 11 |
| CANYON | 792 | OUT-OF-STATE | 8 |
| CARIBOU | 25 | OWYHEE | 32 |
| CASSIA | 95 | PAYETTE | 36 |
| CLARK | 11 | POWER | 33 |
| CLEARWATER | 362 | SHOSHONE | 103 |
| CUSTER | 47 | TETON | 7 |
| ELMORE | 51 | TWIN FALLS | 439 |
| FRANKLIN | 19 | VALLEY | 82 |
| FREMONT | 274 | WASHINGTON | 13 |
| GEM | 7 | Grand Total | 24,227 |

Appendix Q - Classified Total Separations by Agency FY 2018-2022

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| ADMINISTRATION, DEPARTMENT OF | 21 | 20% | 24 | 22% | 19 | 18% | 10 | 10% | 33 | 30% |
| AGING, COMMISSION ON | 1 | 9% | 2 | 17% | 1 | 9% | 1 | 9% | 2 | 17% |
| AGRICULTURE, DEPARTMENT OF | 45 | 24% | 33 | 18% | 35 | 18% | 32 | 17% | 31 | 17% |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 4 | 10% | 1 | 3% | 2 | 5% | 4 | 10% | 2 | 5% |
| BOISE STATE UNIVERSITY | 135 | 26% | 71 | 14% | 93 | 17% | 97 | 18% | 85 | 15% |
| BRAND INSPECTOR, STATE | 4 | 12% | 4 | 12% | 3 | 9% | 2 | 6% | 2 | 6% |
| CAREER-TECHNICAL EDUCATION, DIVISION OF | 6 | 71% | 3 | 29% | 1 | 9% | 1 | 9% | 5 | 45% |
| COMMERCE, DEPARTMENT OF | 5 | 16% | 4 | 13% | 6 | 18% | 10 | 29% | 4 | 11% |
| CONSERVATION, SOIL AND WATER COMMISSION | 1 | 7% | 4 | 26% | 3 | 18% | 1 | 6% | 4 | 23% |
| CORRECTION, DEPARTMENT OF | 371 | 21% | 379 | 21% | 271 | 14% | 288 | 16% | 328 | 18% |
| EDUCATION, STATE BOARD OF | 5 | 59% | 1 | 15% | 4 | 73% | 0 | 0% | 6 | 109% |
| ENDOWMENT FUND INVESTMENT BOARD | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 50% | 0 | 0% |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF | 61 | 18% | 36 | 11% | 43 | 13% | 51 | 15% | 33 | 10% |
| FINANCE, DEPARTMENT OF | 11 | 18% | 10 | 17% | 12 | 20% | 8 | 13% | 4 | 7% |
| FISH AND GAME, DEPARTMENT OF | 59 | 11% | 66 | 13% | 54 | 10% | 40 | 7% | 44 | 8% |
| HEALTH AND WELFARE, DEPARTMENT OF | 569 | 21% | 489 | 18% | 473 | 17% | 445 | 17% | 450 | 17% |
| HEALTH DISTRICT 1 (PANHANDLE)* | 26 | 48% | 31 | 28% | 20 | 18% | 22 | 20% | 28 | 25% |
| HEALTH DISTRICT 2 (NORTH CENTRAL)* | 6 | 27% | 6 | 15% | 6 | 15% | 2 | 5% | 8 | 19% |

Appendix Q – Classified Total Separations by Agency FY 2018-2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---------------------------------------|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| HEALTH DISTRICT 3 (SOUTHWEST)* | 22 | 52% | 20 | 24% | 20 | 24% | 13 | 15% | 6 | 7% |
| HEALTH DISTRICT 4 (CENTRAL)* | 36 | 70% | 20 | 20% | 29 | 29% | 27 | 27% | 15 | 15% |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)* | 12 | 36% | 18 | 27% | 6 | 9% | 9 | 14% | 9 | 13% |
| HEALTH DISTRICT 6 (SOUTHEASTERN)* | 18 | 44% | 14 | 19% | 5 | 7% | 7 | 10% | 11 | 15% |
| HEALTH DISTRICT 7 (EASTERN)* | 10 | 25% | 16 | 20% | 17 | 20% | 11 | 12% | 13 | 14% |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| HISTORICAL SOCIETY, IDAHO STATE | 8 | 17% | 9 | 19% | 2 | 4% | 15 | 36% | 10 | 23% |
| HUMAN RESOURCES, DIVISION OF | 6 | 38% | 1 | 7% | 2 | 15% | 5 | 38% | 2 | 19% |
| IDAHO STATE UNIVERSITY | 126 | 23% | 89 | 16% | 76 | 13% | 88 | 15% | 91 | 15% |
| INDEPENDENT LIVING COUNCIL | 0 | 0% | 0 | 0% | 1 | 50% | 2 | 80% | 0 | 0% |
| INDUSTRIAL COMMISSION | 27 | 43% | 17 | 25% | 15 | 23% | 3 | 11% | 17 | 23% |
| INFORMATION TECHNOLOGY SERVICES | 24 | 19% | 12 | 11% | 11 | 17% | 25 | 36% | | |
| INSURANCE, DEPARTMENT OF | 14 | 27% | 14 | 25% | 7 | 12% | 13 | 23% | 12 | 21% |
| JUVENILE CORRECTIONS, DEPARTMENT OF | 100 | 28% | 70 | 18% | 54 | 14% | 56 | 14% | 59 | 15% |
| LABOR, DEPARTMENT OF | 123 | 23% | 103 | 20% | 68 | 14% | 53 | 12% | 64 | 13% |
| LANDS, DEPARTMENT OF | 39 | 13% | 29 | 10% | 39 | 13% | 32 | 11% | 25 | 9% |
| LAVA HOT SPRINGS FOUNDATION | 4 | 25% | 3 | 21% | 2 | 13% | 1 | 7% | 1 | 7% |
| LEWIS-CLARK STATE COLLEGE | 27 | 32% | 32 | 32% | 26 | 22% | 16 | 13% | 28 | 22% |

Appendix Q – Classified Total Separations by Agency FY 2018-2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| LIBRARIES, IDAHO COMMISSION FOR | 8 | 25% | 6 | 17% | 5 | 14% | 7 | 20% | 5 | 15% |
| LIQUOR DIVISION, IDAHO STATE | 84 | 37% | 94 | 42% | 44 | 20% | 47 | 22% | 44 | 21% |
| LOTTERY COMMISSION, IDAHO STATE | 0 | 0% | 1 | 13% | 0 | 0% | 0 | 0% | 0 | 0% |
| OCCUPATIONAL AND PROFESSIONAL LICENSES, DIVISION OF | 83 | 37% | 9 | 7% | 6 | 16% | 6 | 17% | 3 | 8% |
| PARDONS AND PAROLE, COMMISSION OF | 2 | 6% | 4 | 13% | 10 | 32% | 5 | 15% | 3 | 9% |
| PARKS AND RECREATION, DEPARTMENT OF | 29 | 20% | 23 | 16% | 17 | 12% | 29 | 20% | 19 | 13% |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 15 | 26% | 8 | 14% | 11 | 18% | 9 | 15% | 5 | 9% |
| POLICE, IDAHO STATE | 74 | 14% | 59 | 11% | 52 | 10% | 52 | 10% | 41 | 8% |
| PUBLIC CHARTER SCHOOL COMMISSION | 1 | 100% | | | | | | | | |
| PUBLIC TELEVISION | 7 | 12% | 5 | 8% | 6 | 10% | 6 | 10% | 8 | 14% |
| PUBLIC UTILITIES COMMISSION | 4 | 13% | 6 | 19% | 5 | 15% | 5 | 14% | 6 | 16% |
| RACING, STATE COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0% | 0 | 0% | 3 | 100% | 1 | 29% | 0 | 0% |
| TAX APPEALS, BOARD OF | 0 | 0% | 0 | 0% | 2 | 50% | 1 | 25% | 0 | 0% |
| TAX COMMISSION, IDAHO STATE | 78 | 20% | 54 | 14% | 57 | 14% | 76 | 18% | 46 | 11% |
| TRANSPORTATION, DEPARTMENT OF | 287 | 18% | 219 | 14% | 176 | 11% | 155 | 10% | 173 | 12% |
| VETERANS SERVICES, DIVISION OF | 100 | 33% | 90 | 29% | 74 | 24% | 91 | 29% | 93 | 30% |

Appendix Q – Classified Total Separations by Agency FY 2018-2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|--------------|------------|--------------|------------|--------------|------------|--------------|------------|--------------|------------|
| | Count | Rate |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 16 | 32% | 9 | 17% | 6 | 11% | 9 | 16% | 11 | 20% |
| WATER RESOURCES, DEPARTMENT OF | 17 | 13% | 16 | 11% | 26 | 18% | 20 | 13% | 14 | 10% |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 29% | | |
| OVERALL TOTAL | 2,731 | 22% | 2,456 | 19% | 1,953 | 15% | 1,930 | 15% | 1,923 | 15% |

Appendix R - Classified Voluntary Separations by Agency FY 2018-2022

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| ADMINISTRATION, DEPARTMENT OF | 16 | 15% | 13 | 12% | 6 | 6% | 5 | 5% | 25 | 23% |
| AGING, COMMISSION ON | 1 | 9% | 0 | 0% | 0 | 0% | 1 | 9% | 1 | 9% |
| AGRICULTURE, DEPARTMENT OF | 26 | 14% | 21 | 11% | 21 | 11% | 23 | 12% | 14 | 8% |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 2 | 5% | 0 | 0% | 1 | 3% | 1 | 3% | 1 | 3% |
| BOISE STATE UNIVERSITY | 84 | 16% | 47 | 9% | 54 | 10% | 52 | 10% | 53 | 10% |
| BRAND INSPECTOR, STATE | 2 | 6% | 4 | 12% | 1 | 3% | 0 | 0% | 0 | 0% |
| CAREER-TECHNICAL EDUCATION, DIVISION OF | 5 | 59% | 2 | 19% | 1 | 9% | 1 | 9% | 1 | 9% |
| COMMERCE, DEPARTMENT OF | 3 | 10% | 2 | 6% | 4 | 12% | 6 | 17% | 3 | 8% |
| CONSERVATION, SOIL AND WATER COMMISSION | 0 | 0% | 4 | 26% | 3 | 18% | 0 | 0% | 2 | 11% |
| CORRECTION, DEPARTMENT OF | 221 | 13% | 214 | 12% | 132 | 7% | 164 | 9% | 163 | 9% |
| EDUCATION, STATE BOARD OF | 5 | 59% | 1 | 15% | 4 | 73% | 0 | 0% | 4 | 73% |
| ENDOWMENT FUND INVESTMENT BOARD | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 50% | 0 | 0% |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF | 43 | 13% | 23 | 7% | 30 | 9% | 23 | 7% | 16 | 5% |
| FINANCE, DEPARTMENT OF | 5 | 8% | 4 | 7% | 6 | 10% | 2 | 3% | 1 | 2% |
| FISH AND GAME, DEPARTMENT OF | 29 | 6% | 35 | 7% | 23 | 4% | 14 | 3% | 17 | 3% |
| HEALTH AND WELFARE, DEPARTMENT OF | 326 | 12% | 259 | 10% | 260 | 10% | 259 | 10% | 245 | 9% |
| HEALTH DISTRICT 1 (PANHANDLE)* | 20 | 37% | 21 | 19% | 11 | 10% | 14 | 13% | 13 | 12% |
| HEALTH DISTRICT 2 (NORTH CENTRAL)* | 5 | 23% | 2 | 5% | 5 | 13% | 1 | 2% | 6 | 14% |

Appendix R- Classified Voluntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| HEALTH DISTRICT 3 (SOUTHWEST)* | 13 | 31% | 11 | 13% | 14 | 17% | 4 | 5% | 4 | 4% |
| HEALTH DISTRICT 4 (CENTRAL)* | 26 | 50% | 15 | 15% | 15 | 15% | 15 | 15% | 9 | 9% |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)* | 9 | 27% | 8 | 12% | 3 | 5% | 6 | 9% | 6 | 9% |
| HEALTH DISTRICT 6 (SOUTHEASTERN)* | 7 | 17% | 10 | 14% | 3 | 4% | 7 | 10% | 7 | 10% |
| HEALTH DISTRICT 7 (EASTERN)* | 8 | 20% | 7 | 9% | 13 | 15% | 6 | 7% | 7 | 7% |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| HISTORICAL SOCIETY, IDAHO STATE | 7 | 15% | 6 | 13% | 1 | 2% | 12 | 29% | 5 | 12% |
| HUMAN RESOURCES, DIVISION OF | 5 | 31% | 1 | 7% | 1 | 7% | 4 | 31% | 1 | 10% |
| IDAHO STATE UNIVERSITY | 59 | 11% | 49 | 9% | 44 | 8% | 47 | 8% | 53 | 9% |
| INDEPENDENT LIVING COUNCIL | 0 | 0% | 0 | 0% | 1 | 50% | 2 | 80% | 0 | 0% |
| INDUSTRIAL COMMISSION | 20 | 32% | 12 | 18% | 6 | 9% | 15 | 21% | 8 | 11% |
| INFORMATION TECHNOLOGY SERVICES, OFFICE OF | 19 | 15% | 5 | 4% | 6 | 9% | 2 | 7% | | |
| INSURANCE, DEPARTMENT OF | 11 | 21% | 10 | 18% | 3 | 5% | 8 | 14% | 4 | 7% |
| JUVENILE CORRECTIONS, DEPARTMENT OF | 61 | 17% | 49 | 13% | 34 | 9% | 33 | 8% | 39 | 10% |
| LABOR, DEPARTMENT OF | 60 | 11% | 51 | 10% | 27 | 6% | 27 | 6% | 31 | 6% |
| LANDS, DEPARTMENT OF | 23 | 8% | 17 | 6% | 24 | 8% | 17 | 6% | 13 | 5% |
| LAVA HOT SPRINGS FOUNDATION | 3 | 19% | 2 | 14% | 0 | 0% | 0 | 0% | 0 | 0% |
| LEWIS-CLARK STATE COLLEGE | 20 | 24% | 17 | 17% | 14 | 12% | 11 | 9% | 14 | 11% |

Appendix R- Classified Voluntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| LIBRARIES, IDAHO COMMISSION FOR | 5 | 16% | 4 | 11% | 3 | 8% | 3 | 8% | 1 | 3% |
| LIQUOR DIVISION, IDAHO STATE | 42 | 18% | 35 | 16% | 18 | 8% | 15 | 7% | 24 | 11% |
| LOTTERY COMMISSION, IDAHO STATE | 0 | 0% | 1 | 13% | 0 | 0% | 0 | 0% | 0 | 0% |
| OCCUPATIONAL AND PROFESSIONAL LICENSES, DIVISION OF | 46 | 20% | 5 | 4% | 2 | 5% | 2 | 6% | 3 | 8% |
| PARDONS AND PAROLE, COMMISSION OF | 1 | 3% | 3 | 10% | 8 | 26% | 4 | 12% | 1 | 3% |
| PARKS AND RECREATION, DEPARTMENT OF | 20 | 14% | 9 | 6% | 10 | 7% | 12 | 8% | 12 | 8% |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 8 | 14% | 5 | 9% | 7 | 12% | 5 | 8% | 2 | 3% |
| POLICE, IDAHO STATE | 38 | 7% | 34 | 6% | 21 | 4% | 12 | 2% | 18 | 4% |
| PUBLIC CHARTER SCHOOL COMMISSION | 0 | 0% | | | | | | | | |
| PUBLIC TELEVISION | 4 | 7% | 5 | 8% | 6 | 10% | 2 | 3% | 4 | 7% |
| PUBLIC UTILITIES COMMISSION | 3 | 10% | 6 | 19% | 3 | 9% | 2 | 5% | 1 | 3% |
| RACING, STATE COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0% | 0 | 0% | 2 | 67% | 1 | 29% | 0 | 0% |
| TAX APPEALS, BOARD OF | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| TAX COMMISSION, IDAHO STATE | 31 | 8% | 29 | 7% | 30 | 7% | 45 | 11% | 24 | 6% |
| TRANSPORTATION, DEPARTMENT OF | 148 | 9% | 95 | 6% | 82 | 5% | 61 | 4% | 58 | 4% |
| VETERANS SERVICES, DIVISION OF | 59 | 20% | 41 | 13% | 31 | 10% | 45 | 15% | 43 | 14% |

Appendix R- Classified Voluntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|--------------|------------|--------------|------------|--------------|-----------|--------------|-----------|------------|-----------|
| | Count | Rate | Count | Rate | Count | Rate | Count | Rate | Count | Rate |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 9 | 18% | 5 | 9% | 1 | 2% | 4 | 7% | 8 | 15% |
| WATER RESOURCES, DEPARTMENT OF | 9 | 7% | 13 | 9% | 13 | 9% | 11 | 7% | 10 | 7% |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | | |
| OVERALL TOTAL | 1,567 | 12% | 1,212 | 11% | 1,008 | 8% | 1,007 | 8% | 975 | 8% |

Appendix S - Classified Involuntary Separations by Agency FY 2018-2022

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| ADMINISTRATION, DEPARTMENT OF | 1 | 1% | 7 | 6% | 6 | 6% | 2 | 2% | 4 | 4% |
| AGING, COMMISSION ON | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| AGRICULTURE, DEPARTMENT OF | 13 | 7% | 3 | 2% | 7 | 4% | 6 | 3% | 9 | 5% |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 0 | 0% | 0 | 0% | 0 | 0% | 2 | 5% | 0 | 0% |
| BOISE STATE UNIVERSITY | 24 | 5% | 16 | 3% | 24 | 4% | 25 | 5% | 14 | 3% |
| BRAND INSPECTOR, STATE | 1 | 3% | 0 | 0% | 0 | 0% | 1 | 3% | 0 | 0% |
| CAREER-TECHNICAL EDUCATION, DIVISION OF | 1 | 12% | 0 | 0% | 0 | 0% | 0 | 0% | 2 | 18% |
| COMMERCE, DEPARTMENT OF | 1 | 3% | 0 | 0% | 1 | 3% | 3 | 9% | 1 | 3% |
| CONSERVATION, SOIL AND WATER COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 6% | 1 | 6% |
| CORRECTION, DEPARTMENT OF | 103 | 6% | 127 | 7% | 98 | 5% | 91 | 5% | 124 | 7% |
| EDUCATION, STATE BOARD OF | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 2 | 36% |
| ENDOWMENT FUND INVESTMENT BOARD | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF | 5 | 2% | 2 | 1% | 4 | 1% | 11 | 3% | 3 | 1% |
| FINANCE, DEPARTMENT OF | 4 | 7% | 3 | 5% | 2 | 3% | 2 | 3% | 0 | 0% |
| FISH AND GAME, DEPARTMENT OF | 11 | 2% | 6 | 1% | 8 | 1% | 3 | 1% | 9 | 2% |
| HEALTH AND WELFARE, DEPARTMENT OF | 165 | 6% | 162 | 6% | 158 | 6% | 115 | 4% | 140 | 5% |

Appendix S – Classified Involuntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| HEALTH DISTRICT 1 (PANHANDLE)* | 4 | 0% | 7 | 6% | 5 | 5% | 6 | 6% | 12 | 11% |
| HEALTH DISTRICT 2 (NORTH CENTRAL)* | 0 | 0% | 2 | 5% | 0 | 0% | 0 | 0% | 1 | 2% |
| HEALTH DISTRICT 3 (SOUTHWEST)* | 8 | 0% | 6 | 7% | 3 | 4% | 8 | 9% | 2 | 2% |
| HEALTH DISTRICT 4 (CENTRAL)* | 9 | 0% | 5 | 5% | 9 | 9% | 8 | 8% | 4 | 4% |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)* | 1 | 0% | 7 | 11% | 1 | 2% | 2 | 3% | 2 | 3% |
| HEALTH DISTRICT 6 (SOUTHEASTERN)* | 8 | 0% | 4 | 5% | 1 | 1% | 0 | 0% | 1 | 1% |
| HEALTH DISTRICT 7 (EASTERN)* | 1 | 0% | 7 | 9% | 1 | 1% | 4 | 4% | 3 | 3% |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| HISTORICAL SOCIETY, IDAHO STATE | 0 | 0% | 2 | 4% | 1 | 2% | 2 | 5% | 0 | 0% |
| HUMAN RESOURCES, DIVISION OF | 1 | 6% | 0 | 0% | 1 | 7% | 1 | 8% | 1 | 10% |
| IDAHO STATE UNIVERSITY | 44 | 8% | 15 | 3% | 15 | 3% | 22 | 4% | 17 | 3% |
| INDEPENDENT LIVING COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| INDUSTRIAL COMMISSION | 5 | 8% | 1 | 1% | 4 | 6% | 5 | 7% | 4 | 5% |
| INFORMATION TECHNOLOGY SERVICES, OFFICE OF | 2 | 2% | 4 | 4% | 3 | 5% | 0 | 0% | | |
| INSURANCE, DEPARTMENT OF | 1 | 2% | 2 | 4% | 1 | 2% | 1 | 2% | 5 | 9% |
| JUVENILE CORRECTIONS, DEPARTMENT OF | 21 | 6% | 12 | 3% | 13 | 3% | 12 | 3% | 12 | 3% |
| LABOR, DEPARTMENT OF | 36 | 7% | 29 | 6% | 21 | 4% | 3 | 1% | 7 | 1% |

Appendix S – Classified Involuntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| LANDS, DEPARTMENT OF | 5 | 2% | 3 | 1% | 6 | 2% | 2 | 1% | 3 | 1% |
| LAVA HOT SPRINGS FOUNDATION | 1 | 6% | 0 | 0% | 1 | 7% | 1 | 7% | 0 | 0% |
| LEWIS-CLARK STATE COLLEGE | 5 | 6% | 11 | 11% | 5 | 4% | 4 | 3% | 12 | 10% |
| LIBRARIES, IDAHO COMMISSION FOR | 1 | 3% | 0 | 0% | 1 | 3% | 2 | 6% | 0 | 0% |
| LIQUOR DIVISION, IDAHO STATE | 36 | 16% | 37 | 16% | 19 | 9% | 18 | 8% | 15 | 7% |
| LOTTERY COMMISSION, IDAHO STATE | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| OCCUPATIONAL AND PROFESSIONAL LICENSES, DIVISION OF | 15 | 7% | 2 | 1% | 0 | 0% | 2 | 6% | 0 | 0% |
| PARDONS AND PAROLE, COMMISSION OF | 0 | 0% | 1 | 3% | 1 | 3% | 0 | 0% | 0 | 0% |
| PARKS AND RECREATION, DEPARTMENT OF | 2 | 1% | 6 | 4% | 3 | 2% | 5 | 3% | 3 | 2% |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 5 | 9% | 2 | 3% | 1 | 2% | 1 | 2% | 1 | 2% |
| POLICE, IDAHO STATE | 21 | 4% | 10 | 2% | 20 | 4% | 22 | 4% | 17 | 3% |
| PUBLIC CHARTER SCHOOL COMMISSION | 1 | 100% | | | | | | | | |
| PUBLIC TELEVISION | 1 | 2% | 0 | 0% | 0 | 0% | 1 | 2% | 1 | 2% |
| PUBLIC UTILITIES COMMISSION | 1 | 3% | 0 | 0% | 1 | 3% | 1 | 3% | 2 | 5% |
| RACING, STATE COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0% | 0 | 0% | 1 | 33% | 0 | 0% | 0 | 0% |
| TAX APPEALS, BOARD OF | 0 | 0% | 0 | 0% | 2 | 50% | 0 | 0% | 0 | 0% |

Appendix S – Classified Involuntary Separations by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| | Count | Rate |
| TAX COMMISSION, IDAHO STATE | 17 | 4% | 11 | 3% | 11 | 3% | 14 | 3% | 5 | 1% |
| TRANSPORTATION, DEPARTMENT OF | 57 | 4% | 48 | 3% | 33 | 2% | 42 | 3% | 42 | 3% |
| VETERANS SERVICES, DIVISION OF | 23 | 8% | 37 | 12% | 34 | 11% | 36 | 12% | 39 | 13% |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 4 | 8% | 1 | 2% | 3 | 5% | 3 | 5% | 2 | 4% |
| WATER RESOURCES, DEPARTMENT OF | 2 | 1% | 0 | 0% | 3 | 2% | 1 | 1% | 1 | 1% |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 29% | | |
| Overall - Total | 667 | 5% | 598 | 5% | 532 | 4% | 492 | 4% | 523 | 4% |

Appendix T - Classified Retirement Turnover by Agency FY 2018-2022

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| ADMINISTRATION, DEPARTMENT OF+3:49 | 4 | 4% | 4 | 4% | 7 | 7% | 3 | 3% | 4 | 4% |
| AGING, COMMISSION ON | 0 | 0% | 2 | 17% | 1 | 9% | 0 | 0% | 1 | 9% |
| AGRICULTURE, DEPARTMENT OF | 6 | 3% | 9 | 5% | 7 | 4% | 3 | 2% | 8 | 4% |
| BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE | 2 | 5% | 1 | 3% | 1 | 3% | 1 | 3% | 1 | 3% |
| BOISE STATE UNIVERSITY | 27 | 5% | 8 | 2% | 15 | 3% | 20 | 4% | 18 | 3% |
| BRAND INSPECTOR, STATE | 1 | 3% | 0 | 0% | 2 | 6% | 1 | 3% | 2 | 6% |
| CAREER-TECHNICAL EDUCATION, DIVISION OF | 0 | 0% | 1 | 10% | 0 | 0% | 0 | 0% | 2 | 18% |
| COMMERCE, DEPARTMENT OF | 1 | 3% | 2 | 6% | 1 | 3% | 1 | 3% | 0 | 0% |
| CONSERVATION, SOIL AND WATER COMMISSION | 1 | 7% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 6% |
| CORRECTION, DEPARTMENT OF | 47 | 3% | 38 | 2% | 41 | 2% | 33 | 2% | 40 | 2% |
| EDUCATION, STATE BOARD OF | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| ENDOWMENT FUND INVESTMENT BOARD | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| ENVIRONMENTAL QUALITY, DEPARTMENT OF | 13 | 4% | 11 | 3% | 9 | 3% | 17 | 5% | 14 | 4% |
| FINANCE, DEPARTMENT OF | 2 | 3% | 3 | 5% | 4 | 7% | 4 | 6% | 3 | 5% |
| FISH AND GAME, DEPARTMENT OF | 19 | 4% | 25 | 5% | 23 | 4% | 23 | 4% | 18 | 3% |
| HEALTH AND WELFARE, DEPARTMENT OF | 78 | 3% | 68 | 3% | 55 | 2% | 71 | 3% | 63 | 2% |
| HEALTH DISTRICT 1 (PANHANDLE)* | 2 | 0% | 3 | 3% | 4 | 4% | 2 | 2% | 3 | 3% |
| HEALTH DISTRICT 2 (NORTH CENTRAL)* | 1 | 0% | 2 | 5% | 1 | 3% | 1 | 2% | 1 | 2% |

Appendix T – Classified Retirement Turnover by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|--|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| HEALTH DISTRICT 3 (SOUTHWEST)* | 1 | 0% | 3 | 4% | 3 | 4% | 1 | 1% | 0 | 0% |
| HEALTH DISTRICT 4 (CENTRAL)* | 1 | 0% | 0 | 0% | 5 | 5% | 4 | 4% | 2 | 2% |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)* | 2 | 0% | 3 | 5% | 2 | 3% | 1 | 2% | 1 | 1% |
| HEALTH DISTRICT 6 (SOUTHEASTERN)* | 3 | 0% | 0 | 0% | 1 | 1% | 0 | 0% | 3 | 4% |
| HEALTH DISTRICT 7 (EASTERN)* | 1 | 0% | 2 | 2% | 3 | 4% | 1 | 1% | 3 | 3% |
| HISPANIC AFFAIRS, IDAHO COMMISSION ON | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| HISTORICAL SOCIETY, IDAHO STATE | 1 | 2% | 1 | 2% | 0 | 0% | 1 | 2% | 5 | 12% |
| HUMAN RESOURCES, DIVISION OF | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| IDAHO STATE UNIVERSITY | 23 | 4% | 25 | 4% | 17 | 3% | 19 | 3% | 21 | 3% |
| INDEPENDENT LIVING COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| INDUSTRIAL COMMISSION | 2 | 3% | 4 | 6% | 5 | 8% | 5 | 7% | 5 | 7% |
| INFORMATION TECHNOLOGY SERVICES, OFFICE OF | 3 | 2% | 3 | 3% | 2 | 3% | 1 | 4% | | |
| INSURANCE, DEPARTMENT OF | 2 | 4% | 2 | 4% | 3 | 5% | 4 | 7% | 3 | 5% |
| JUVENILE CORRECTIONS, DEPARTMENT OF | 18 | 5% | 9 | 2% | 7 | 2% | 11 | 3% | 7 | 2% |
| LABOR, DEPARTMENT OF | 27 | 5% | 23 | 4% | 20 | 4% | 23 | 5% | 26 | 5% |
| LANDS, DEPARTMENT OF | 11 | 4% | 9 | 3% | 9 | 3% | 13 | 4% | 8 | 3% |
| LAVA HOT SPRINGS FOUNDATION | 0 | 0% | 1 | 7% | 1 | 7% | 0 | 0% | 1 | 7% |
| LEWIS-CLARK STATE COLLEGE | 2 | 2% | 4 | 4% | 7 | 6% | 1 | 1% | 2 | 2% |
| LIBRARIES, IDAHO COMMISSION FOR | 2 | 6% | 2 | 6% | 1 | 3% | 2 | 6% | 4 | 12% |

Appendix T – Classified Retirement Turnover by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|---|---------|------|---------|------|---------|------|---------|------|---------|------|
| | Count | Rate |
| LIQUOR DIVISION, IDAHO STATE | 6 | 3% | 22 | 10% | 7 | 3% | 14 | 6% | 5 | 2% |
| LOTTERY COMMISSION, IDAHO STATE | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| OCCUPATIONAL AND PROFESSIONAL LICENSES, DIVISION OF | 22 | 10% | 2 | 1% | 4 | 11% | 2 | 6% | 0 | 0% |
| PARDONS AND PAROLE, COMMISSION OF | 1 | 3% | 0 | 0% | 1 | 3% | 1 | 3% | 2 | 6% |
| PARKS AND RECREATION, DEPARTMENT OF | 7 | 5% | 8 | 5% | 4 | 3% | 12 | 8% | 4 | 3% |
| PERSI (PUBLIC EMPLOYEES RETIREMENT SYSTEM OF IDAHO) | 2 | 3% | 1 | 2% | 3 | 5% | 3 | 5% | 2 | 3% |
| POLICE, IDAHO STATE | 15 | 3% | 15 | 3% | 11 | 2% | 18 | 3% | 6 | 1% |
| PUBLIC CHARTER SCHOOL COMMISSION | 0 | 0% | | | | | | | | |
| PUBLIC TELEVISION | 2 | 3% | 0 | 0% | 0 | 0% | 3 | 5% | 3 | 5% |
| PUBLIC UTILITIES COMMISSION | 0 | 0% | 0 | 0% | 1 | 3% | 2 | 5% | 3 | 8% |
| RACING, STATE COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| TAX APPEALS, BOARD OF | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 25% | 0 | 0% |
| TAX COMMISSION, IDAHO STATE | 30 | 8% | 14 | 4% | 16 | 4% | 17 | 4% | 17 | 4% |
| TRANSPORTATION, DEPARTMENT OF | 82 | 5% | 76 | 5% | 61 | 4% | 52 | 3% | 73 | 5% |
| VETERANS SERVICES, DIVISION OF | 18 | 6% | 12 | 4% | 9 | 3% | 10 | 3% | 11 | 4% |
| VOCATIONAL REHABILITATION, IDAHO DIVISION OF | 3 | 6% | 3 | 6% | 2 | 4% | 2 | 4% | 1 | 2% |

Appendix T – Classified Retirement Turnover by Agency FY 2018 – 2022 (continued)

| Agency Name | FY 2022 | | FY 2021 | | FY 2020 | | FY 2019 | | FY 2018 | |
|-----------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| | Count | Rate |
| WATER RESOURCES, DEPARTMENT OF | 6 | 4% | 3 | 2% | 10 | 7% | 8 | 5% | 3 | 2% |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | | |
| Overall - Total | 497 | 4% | 424 | 3% | 386 | 3% | 412 | 3% | 400 | 3% |

Appendix U - Classified Turnover by Separation Code

| REASON FOR LEAVING | FY 2022 SEPARATION COUNT | FY 2022 % of TURNOVER |
|--|--------------------------|-----------------------|
| SEPARATION - PERSONAL | 1,405 | 11.2% |
| SEPARATION - RETIREMENT | 495 | 3.9% |
| SEPARATION - PRIVATE SECTOR JOB | 270 | 2.2% |
| TRANSFER TO OTHER AGENCY | 234 | 1.9% |
| SEPARATION - LAYOFF/MEDICAL | 60 | 0.5% |
| FAILURE TO COMPLETE ENTR PROB | 57 | 0.5% |
| TERMINATION - DISMISSAL | 43 | 0.3% |
| SEPARATION - CITY JOB | 36 | 0.3% |
| SEPARATION - COUNTY JOB | 26 | 0.2% |
| SEPARATION - FEDERAL JOB | 24 | 0.2% |
| SEPARATION - STATE JOB (EXCLUDING IDAHO) | 21 | 0.2% |
| SEPARATION - SCHOOL DISTRICT JOB | 20 | 0.2% |
| SEPARATION - DEATH | 18 | 0.1% |
| SEPARATION - LAYOFF/SHORTAGE OF WORK | 18 | 0.1% |
| SEPARATION - APPT EXPIRES/TEMPORARY | 2 | 0.0% |
| SEPARATION - ENTRANCE PROBATION/RIF | 1 | 0.0% |
| SEPARATION - MEDICAL RETIREMENT | 1 | 0.0% |
| Grand Total | 2,731 | 21.8% |

Appendix V - Classified Average Pay Rate & Turnover by Pay Grade

| PAY GRADE | EMPLOYEE COUNT | AVERAGE PAY RATE | AVERAGE COMPA-RATIO | FY 2022 TURNOVER RATE |
|-----------|----------------|------------------|---------------------|-----------------------|
| D | 1 | \$14.97 | 125% | 0% |
| E | 28 | \$14.43 | 108% | 42% |
| F | 376 | \$15.07 | 100% | 36% |
| G | 386 | \$16.88 | 98% | 33% |
| H | 1347 | \$18.44 | 93% | 29% |
| I | 1277 | \$20.66 | 90% | 32% |
| J | 2517 | \$23.42 | 90% | 20% |
| K | 1573 | \$26.41 | 91% | 20% |
| L | 2181 | \$30.31 | 92% | 16% |
| M | 1417 | \$34.68 | 93% | 15% |
| N | 785 | \$39.02 | 95% | 14% |
| O | 237 | \$44.66 | 100% | 14% |
| P | 235 | \$48.97 | 101% | 14% |
| Q | 21 | \$61.12 | 114% | 0% |
| R | 3 | \$66.75 | 112% | 0% |
| V | 10 | \$118.65 | 121% | 0% |

Appendix W - Vacancy Rate by Agency FY 2022

| Agency Name | Vacant Classified FTP | Vacant Non Classified FTP | Combined Vacant FTP | Regular Non Classified FTP | Regular Classified FTP | Combined Regular FTP | Vacancy Rate |
|--|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|--------------|
| SENATE | 0 | 3 | 3 | 1 | 0 | 1 | 75% |
| HOUSE OF REPRESENTATIVES | 0 | 0 | 0 | 1 | 0 | 1 | 0% |
| LEGISLATIVE SERVICES | 0 | 5 | 5 | 67 | 0 | 67 | 7% |
| OFFICE OF PERFORMANCE EVALUATIONS | 0 | 1 | 1 | 8 | 0 | 8 | 11% |
| JUDICIAL BRANCH | 0 | 28 | 28 | 349 | 0 | 349 | 7% |
| LIEUTENANT GOVERNOR | 0 | 2 | 2 | 1 | 0 | 1 | 67% |
| SECRETARY OF STATE | 0 | 3 | 3 | 29 | 0 | 29 | 9% |
| STATE CONTROLLER | 0 | 4 | 4 | 99 | 0 | 99 | 4% |
| STATE TREASURER | 0 | 0 | 0 | 27.5 | 0 | 27.5 | 0% |
| ATTORNEY GENERAL | 0 | 12 | 12 | 210.8 | 0 | 210.8 | 5% |
| SUPT OF PUBLIC INSTRUCTION (DPT OF EDUC) | 0 | 11 | 11 | 112 | 0 | 112 | 9% |
| OFFICE OF INFORMATION TECHNOLOGY SERV | 12 | 0 | 12 | 2 | 121 | 123 | 9% |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0 | 0 | 1 | 5 | 6 | 0% |
| STEM ACTION CENTER | 0 | 0 | 0 | 6 | 0 | 6 | 0% |
| DIV - FINANCIAL MANAGEMENT | 0 | 2 | 2 | 17 | 0 | 17 | 11% |
| OFFICE OF THE GOVERNOR | 0 | 4 | 4 | 17 | 0 | 17 | 19% |
| PUB EMPLOYEE RETIREMENT SYS | 5 | 0 | 5 | 6 | 57 | 63 | 7% |
| STATE LIQUOR DIVISION | 11.53 | 0 | 11.53 | 4 | 222.75 | 226.75 | 5% |
| STATE INSURANCE FUND | 0 | 5 | 5 | 263.18 | 0 | 263.18 | 2% |

Appendix W - Vacancy Rate by Agency FY 2022 (continued)

| Agency Name | Vacant Classified FTP | Vacant Non Classified FTP | Combined Vacant FTP | Regular Non Classified FTP | Regular Classified FTP | Combined Regular FTP | Vacancy Rate |
|--|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|--------------|
| IDAHO COMMISSION ON AGING | 0 | 0 | 0 | 1 | 12 | 13 | 0% |
| COMM-BLIND & VISUAL IMPAIR | 0 | 0 | 0 | 1 | 39.77 | 40.77 | 0% |
| MILITARY DIVISION | 0 | 48 | 48 | 370.72 | 0 | 370.72 | 11% |
| DIVISION OF HUMAN RESOURCES | 4 | 0 | 4 | 1 | 17 | 18 | 18% |
| OFFICE OF SPECIES CONSERVATION | 0 | 2 | 2 | 13 | 0 | 13 | 13% |
| COMMISSION ON THE ARTS | 0 | 0 | 0 | 9 | 0 | 9 | 0% |
| OFFICE OF DRUG POLICY | 0 | 0 | 0 | 6 | 0 | 6 | 0% |
| OFFICE OF ENERGY AND MINERAL RESOURCES | 0 | 0 | 0 | 8 | 0 | 8 | 0% |
| DEPT OF ADMINISTRATION | 8 | 0 | 8 | 7 | 108 | 115 | 7% |
| DEPARTMENT OF AGRICULTURE | 14 | 0 | 14 | 10 | 191.75 | 201.75 | 6% |
| SOIL AND WATER CONSERVATION COMMISSION | 1.75 | 0 | 1.75 | 2 | 14 | 16 | 10% |
| DEPARTMENT OF COMMERCE | 7 | 1 | 8 | 4 | 31 | 35 | 19% |
| DEPARTMENT OF CORRECTION | 438 | 0 | 438 | 23 | 1,719.27 | 1,742.27 | 20% |
| CORRECTIONAL INDUSTRIES | 0 | 5 | 5 | 37 | 0 | 37 | 12% |
| COMMISSION OF PARDONS AND PAROLE | 1 | 0 | 1 | 2 | 31 | 33 | 3% |

Appendix W - Vacancy Rate by Agency FY 2022 (continued)

| Agency Name | Vacant Classified FTP | Vacant Non Classified FTP | Combined Vacant FTP | Regular Non Classified FTP | Regular Classified FTP | Combined Regular FTP | Vacancy Rate |
|-------------------------------------|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|--------------|
| DEPARTMENT OF LABOR | 79 | 0 | 79 | 12 | 512 | 524 | 13% |
| DEPARTMENT OF ENVIRONMENTAL QUALITY | 32 | 0 | 32 | 14 | 329.5 | 343.5 | 9% |
| DEPARTMENT OF FINANCE | 3 | 0 | 3 | 2 | 61 | 63 | 5% |
| DEPARTMENT OF FISH & GAME | 30 | 0 | 30 | 6 | 515 | 521 | 5% |
| DEPT OF HEALTH & WELFARE | 475.78 | 2 | 477.78 | 26 | 2,679.36 | 2,705.36 | 15% |
| DEPARTMENT OF INSURANCE | 7 | 0 | 7 | 14.5 | 50 | 64.5 | 10% |
| JUVENILE CORRECTIONS | 46 | 0 | 46 | 9 | 355 | 364 | 11% |
| IDAHO TRANSPORTATION DEPT | 186 | 4 | 190 | 20 | 1,551.5 | 1,571.5 | 11% |
| INDUSTRIAL COMMISSION | 13.25 | 4 | 17.25 | 57 | 58 | 115 | 13% |
| DEPARTMENT OF LANDS | 26.04 | 0 | 26.04 | 12 | 296.23 | 308.23 | 8% |
| ENDOWMENT FND INVESTMENT BD | 0 | 0 | 0 | 2 | 2 | 4 | 0% |
| IDAHO STATE POLICE | 63.68 | 1 | 64.68 | 5 | 502.35 | 507.35 | 11% |
| BRAND INSPECTOR | 2 | 0 | 2 | 5 | 32.05 | 37.05 | 5% |
| IDAHO STATE RACING COMMISSION | 0 | 0 | 0 | 0 | 2 | 2 | 0% |
| DEPT - PARKS & RECREATION | 14.75 | 0 | 14.75 | 6 | 138.47 | 144.47 | 9% |
| LAVA HOT SPRINGS FOUNDATION | 2 | 1 | 3 | 0 | 17.8 | 17.8 | 14% |

Appendix W - Vacancy Rate by Agency FY 2022 (continued)

| Agency Name | Vacant Classified FTP | Vacant Non Classified FTP | Combined Vacant FTP | Regular Non Classified FTP | Regular Classified FTP | Combined Regular FTP | Vacancy Rate |
|---|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|--------------|
| STATE BOARD OF TAX APPEALS | 0 | 0 | 0 | 1 | 3 | 4 | 0% |
| STATE TAX COMMISSION | 37.75 | 1 | 38.75 | 14 | 397 | 411 | 9% |
| DEPT OF WATER RESOURCES | 17 | 0 | 17 | 3 | 134 | 137 | 11% |
| DIV-OCCUPATIONAL & PROFESSIONAL LICENSES | 39 | 1 | 40 | 7 | 219.75 | 226.75 | 15% |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0 | 0 | 2 | 4 | 6 | 0% |
| IDAHO STATE LOTTERY | 0 | 1 | 1 | 36 | 8 | 44 | 2% |
| HISPANIC COMMISSION | 0 | 0 | 0 | 2 | 1 | 3 | 0% |
| STATE APPELLATE PUBLIC DEFENDER | 0 | 0 | 0 | 25 | 0 | 25 | 0% |
| DIVISION OF VETERANS SERVICES | 78.4 | 0 | 78.4 | 6 | 280.8 | 286.8 | 21% |
| OFFICE OF BRD OF EDUCATION | 1 | 1 | 2 | 46 | 8 | 54 | 4% |
| ID DIVISION OF CAREER TECHNICAL EDUCATION | 4 | 2 | 6 | 36 | 7 | 43 | 12% |
| LEWIS-CLARK STATE COLLEGE | 14 | 26 | 40 | 309.57 | 76.7 | 386.27 | 9% |
| BOISE STATE UNIVERSITY | 61.75 | 146.97 | 208.72 | 2,131.29 | 502.6 | 2,633.89 | 7% |
| IDAHO STATE UNIVERSITY | 54.56 | 98.87 | 153.43 | 1,199.82 | 519.92 | 1,719.74 | 8% |
| UNIVERSITY OF IDAHO | 0 | 312.26 | 312.26 | 2,180.45 | 0 | 2,180.45 | 13% |
| IDAHO PUBLIC TELEVISION 1982 | 4 | 1 | 5 | 7 | 57 | 64 | 7% |
| IDAHO COMMISSION FOR LIBRARIES | 4.75 | 0 | 4.75 | 2 | 30.75 | 32.75 | 13% |

Appendix W - Vacancy Rate by Agency FY 2022 (continued)

| Agency Name | Vacant Classified FTP | Vacant Non Classified FTP | Combined Vacant FTP | Regular Non Classified FTP | Regular Classified FTP | Combined Regular FTP | Vacancy Rate |
|--|-----------------------|---------------------------|---------------------|----------------------------|------------------------|----------------------|--------------|
| STATE HISTORICAL SOCIETY | 6 | 0 | 6 | 3 | 45 | 48 | 11% |
| VOCATIONAL REHABILITATION | 6 | 7 | 13 | 90.5 | 41.99 | 132.49 | 9% |
| PUBLIC CHARTER SCHOOL COMMISSION | 0 | 0 | 0 | 4 | 1 | 5 | 0% |
| PUBLIC UTILITIES COMM | 5 | 0 | 5 | 9 | 31 | 40 | 11% |
| IDAHO STATE INDEPENDENT LIVING COUNCIL | 0 | 0 | 0 | 1 | 3 | 4 | 0% |
| HEALTH DISTRICT 1 (PANHANDLE)* | 0 | 20.75 | 20.75 | 110.48 | 0 | 110.48 | 16% |
| HEALTH DISTRICT 2 (NORTH CENTRAL)* | 0 | 8 | 8 | 46 | 0 | 46 | 15% |
| HEALTH DISTRICT 3 (SOUTHWEST)* | 0 | 17.75 | 17.75 | 89.62 | 0 | 89.62 | 17% |
| HEALTH DISTRICT 4 (CENTRAL)* | 0 | 25 | 25 | 122.6 | 0 | 122.6 | 17% |
| HEALTH DISTRICT 5 (SOUTH CENTRAL)* | 0 | 21 | 21 | 71.09 | 0 | 71.09 | 23% |
| HEALTH DISTRICT 6 (SOUTHEASTERN)* | 0 | 9 | 9 | 85.05 | 0 | 85.05 | 10% |
| HEALTH DISTRICT 7 (EASTERN)* | 0 | 9.85 | 9.85 | 77 | 0 | 77 | 11% |
| Overall | 1,815.99 | 857.45 | 2,673.44 | 8,624.17 | 12,043.31 | 20,667.48 | 11% |

Appendix X - Total Retirement Forecast by Agency Calendar Years 2022-2052

| AGENCY NAME | Fewer than 5 years | 5-9 years | 10-19 years | 20-29 years | 30 years or more | Total |
|--|--------------------|-----------|-------------|-------------|------------------|-------|
| ATTORNEY GENERAL | 27 | 23 | 77 | 75 | 6 | 208 |
| BRAND INSPECTOR | 10 | 7 | 17 | 10 | 0 | 44 |
| CENTRAL HEALTH DISTRICT IV | 5 | 13 | 45 | 53 | 30 | 146 |
| COMM-BLIND & VISUAL IMPAIR | 4 | 8 | 23 | 7 | 0 | 42 |
| COMMISSION OF PARDONS AND PAROLE | 9 | 8 | 10 | 5 | 1 | 33 |
| COMMISSION ON THE ARTS | 1 | 2 | 4 | 2 | 0 | 9 |
| CORRECTIONAL INDUSTRIES | 2 | 5 | 21 | 8 | 1 | 37 |
| DEPARTMENT OF AGRICULTURE | 19 | 22 | 80 | 124 | 51 | 296 |
| DEPARTMENT OF COMMERCE | 3 | 5 | 17 | 13 | 1 | 39 |
| DEPARTMENT OF CORRECTION | 185 | 254 | 596 | 685 | 101 | 1,821 |
| DEPARTMENT OF ENVIRONMENTAL QUALITY | 46 | 47 | 113 | 121 | 29 | 356 |
| DEPARTMENT OF FINANCE | 2 | 8 | 19 | 29 | 9 | 67 |
| DEPARTMENT OF FISH & GAME | 64 | 64 | 204 | 232 | 84 | 648 |
| DEPARTMENT OF INSURANCE | 5 | 4 | 24 | 31 | 3 | 67 |
| DEPARTMENT OF LABOR | 56 | 84 | 197 | 146 | 43 | 526 |
| DEPARTMENT OF LANDS | 36 | 44 | 132 | 158 | 30 | 400 |
| DEPT - PARKS & RECREATION | 15 | 18 | 50 | 70 | 18 | 171 |
| DEPT OF ADMINISTRATION | 13 | 10 | 53 | 31 | 5 | 112 |
| DEPT OF HEALTH & WELFARE | 179 | 237 | 1,048 | 1,155 | 349 | 2,968 |
| DEPT OF WATER RESOURCES | 15 | 20 | 45 | 55 | 13 | 148 |
| DIV - FINANCIAL MANAGEMENT | 1 | 2 | 6 | 5 | 3 | 17 |
| DIVISION OF HUMAN RESOURCES | 2 | 0 | 5 | 10 | 4 | 21 |
| DIVISION OF VETERANS SERVICES | 20 | 24 | 139 | 120 | 22 | 325 |
| DIV-OCCUPATIONAL & PROFESSIONAL LICENSES | 17 | 28 | 139 | 70 | 17 | 271 |
| EASTERN IDAHO HEALTH DISTRICT VII | 9 | 8 | 38 | 28 | 10 | 93 |

Appendix X – Total Retirement Forecast by Agency Calendar Years 2022-2052 (continued)

| AGENCY NAME | Fewer than 5 years | 5-9 years | 10-19 years | 20-29 years | 30 years or more | Total |
|--|--------------------|-----------|-------------|-------------|------------------|-------|
| ENDOWMENT FND INVESTMENT BD | 1 | 2 | 2 | 0 | 0 | 5 |
| HISPANIC COMMISSION | 1 | 0 | 2 | 0 | 0 | 3 |
| HOUSE OF REPRESENTATIVES | 2 | 9 | 43 | 21 | 1 | 76 |
| ID DIVISION OF CAREER TECHNICAL EDUCATIO | 4 | 3 | 12 | 18 | 7 | 44 |
| IDAHO COMMISSION FOR LIBRARIES | 5 | 3 | 11 | 13 | 3 | 35 |
| IDAHO COMMISSION ON AGING | 1 | 2 | 12 | 3 | 0 | 18 |
| IDAHO PUBLIC TELEVISION 1982 | 16 | 11 | 19 | 17 | 4 | 67 |
| IDAHO STATE INDEPENDENT LIVING COUNCIL | 0 | 1 | 2 | 1 | 0 | 4 |
| IDAHO STATE LOTTERY | 6 | 12 | 16 | 14 | 3 | 51 |
| IDAHO STATE POLICE | 74 | 77 | 187 | 166 | 32 | 536 |
| IDAHO STATE RACING COMMISSION | 1 | 0 | 0 | 2 | 0 | 3 |
| IDAHO TRANSPORTATION DEPT | 194 | 193 | 541 | 529 | 140 | 1,597 |
| INDUSTRIAL COMMISSION | 9 | 11 | 40 | 48 | 11 | 119 |
| JUDICIAL BRANCH | 1 | 14 | 210 | 119 | 21 | 365 |
| JUVENILE CORRECTIONS | 23 | 47 | 132 | 113 | 62 | 377 |
| LAVA HOT SPRINGS FOUNDATION | 1 | 3 | 10 | 9 | 0 | 23 |
| LEGISLATIVE SERVICES | 5 | 6 | 19 | 29 | 9 | 68 |
| LEWIS-CLARK STATE COLLEGE | 55 | 68 | 245 | 152 | 39 | 559 |
| LIEUTENANT GOVERNOR | 0 | 0 | 2 | 0 | 0 | 2 |
| MILITARY DIVISION | 15 | 44 | 142 | 181 | 28 | 410 |
| NORTH CENTRAL HEALTH DISTRICT II | 5 | 9 | 17 | 16 | 7 | 54 |
| OFFICE OF ADMINISTRATIVE HEARINGS HB 08 | 0 | 0 | 1 | 1 | 0 | 2 |
| OFFICE OF BRD OF EDUCATION | 2 | 11 | 30 | 18 | 2 | 63 |
| OFFICE OF DRUG POLICY | 0 | 1 | 2 | 2 | 1 | 6 |

Appendix X – Total Retirement Forecast by Agency Calendar Years 2022-2052 (continued)

| AGENCY NAME | Fewer than 5 years | 5-9 years | 10-19 years | 20-29 years | 30 years or more | Total |
|--|--------------------|-----------|-------------|-------------|------------------|-------|
| OFFICE OF ENERGY AND MINERAL RESOURCES | 0 | 1 | 0 | 5 | 3 | 9 |
| OFFICE OF INFORMATION TECHNOLOGY SERV | 7 | 14 | 45 | 54 | 5 | 125 |
| OFFICE OF PERFORMANCE EVALUATIONS | 1 | 0 | 0 | 6 | 1 | 8 |
| OFFICE OF SPECIES CONSERVATION | 0 | 2 | 3 | 6 | 3 | 14 |
| OFFICE OF THE GOVERNOR | 1 | 3 | 4 | 7 | 5 | 20 |
| PANHANDLE HEALTH DISTRICT I | 2 | 10 | 33 | 56 | 13 | 114 |
| PUB EMPLOYEE RETIREMENT SYS | 5 | 13 | 30 | 15 | 0 | 63 |
| PUBLIC CHARTER SCHOOL COMMISSION | 0 | 0 | 6 | 4 | 0 | 10 |
| PUBLIC UTILITIES COMMISSION | 6 | 10 | 11 | 12 | 4 | 43 |
| SECRETARY OF STATE | 2 | 5 | 7 | 12 | 4 | 30 |
| SENATE | 0 | 6 | 17 | 8 | 0 | 31 |
| SOIL AND WATER CONSERVATION COMMISSION | 3 | 5 | 2 | 4 | 3 | 17 |
| SOUTH CENTRAL PUBLIC HEALTH DISTRICT V | 8 | 8 | 29 | 24 | 14 | 83 |
| SOUTHEAST HEALTH DISTRICT VI | 10 | 10 | 27 | 30 | 15 | 92 |
| SOUTHWEST HEALTH DISTRICT III | 7 | 12 | 29 | 40 | 16 | 104 |
| STATE APPELLATE PUBLIC DEFENDER | 0 | 3 | 13 | 7 | 2 | 25 |
| STATE BOARD OF TAX APPEALS | 0 | 0 | 2 | 1 | 1 | 4 |
| STATE CONTROLLER | 24 | 16 | 65 | 66 | 20 | 191 |
| STATE HISTORICAL SOCIETY | 1 | 10 | 13 | 26 | 4 | 54 |
| STATE INSURANCE FUND | 25 | 25 | 105 | 94 | 21 | 270 |

Appendix X – Total Retirement Forecast by Agency Calendar Years 2022-2052 (continued)

| AGENCY NAME | Fewer than 5 years | 5-9 years | 10-19 years | 20-29 years | 30 years or more | Total |
|--|---------------------------|------------------|--------------------|--------------------|-------------------------|---------------|
| STATE LIQUOR DIVISION | 12 | 12 | 104 | 88 | 40 | 256 |
| STATE PUBLIC DEFENSE COMMISSION | 0 | 0 | 5 | 1 | 0 | 6 |
| STATE TAX COMMISSION | 48 | 57 | 159 | 107 | 31 | 402 |
| STATE TREASURER | 6 | 3 | 7 | 4 | 6 | 26 |
| STEM ACTION CENTER | 0 | 1 | 1 | 3 | 0 | 5 |
| SUPT OF PUBLIC INSTRUCTION (DPT OF EDUC) | 3 | 13 | 40 | 39 | 18 | 113 |
| VOCATIONAL REHABILITATION | 12 | 17 | 51 | 48 | 17 | 145 |
| WORKFORCE DEVELOPMENT COUNCIL | 0 | 0 | 5 | 3 | 2 | 10 |
| Grand Total | 1,349 | 1,728 | 5,612 | 5,485 | 1,448 | 15,622 |

Appendix Y - Average Time to Hire by Agency

| AGENCY NAME | Number of Hires | Total Avg. Time in Days | Requisition Approval | Job Posting | Evaluation | Eligible List | Offered | Hired |
|--|-----------------|-------------------------|----------------------|-------------|------------|---------------|---------|-------|
| Boise State University | 117 | 39 | 2 | 7 | 2 | 12 | 12 | 3 |
| Central District Health | 85 | 30 | 2 | 7 | 2 | 10 | 1 | 7 |
| Comm for the Blind & Visually Impaired | 7 | 67 | 22 | 10 | 5 | 9 | 7 | 13 |
| Commission of Pardons and Parole | 5 | 60 | 4 | 11 | 2 | 34 | 6 | 3 |
| Commission on the Arts | 2 | 126 | 10 | 37 | 1 | 49 | 2 | 27 |
| Council for the Deaf & Hard of Hearing | 1 | 71 | 1 | 19 | 1 | 28 | 9 | 13 |
| Department of Administration | 24 | 39 | 5 | 9 | 3 | 11 | 4 | 6 |
| Department of Agriculture | 62 | 79 | 4 | 40 | 2 | 20 | 10 | 2 |
| Department of Commerce | 5 | 55 | 6 | 12 | 7 | 16 | 8 | 6 |
| Department of Correction | 439 | 72 | 1 | 26 | 16 | 15 | 9 | 3 |
| Department of Environmental Quality | 99 | 70 | 10 | 14 | 3 | 18 | 3 | 21 |
| Department of Finance | 12 | 59 | 3 | 19 | 8 | 13 | 5 | 13 |
| Department of Fish and Game | 81 | 78 | 6 | 15 | 10 | 31 | 4 | 12 |
| Department of Insurance | 16 | 57 | 3 | 24 | 2 | 15 | 1 | 12 |
| Department of Labor | 142 | 41 | 4 | 10 | 5 | 11 | 6 | 7 |
| Department of Lands | 105 | 59 | 6 | 17 | 5 | 29 | 0 | 2 |
| Department of Parks and Recreation | 45 | 74 | 4 | 28 | 7 | 25 | 5 | 5 |
| Department of Water Resources | 16 | 65 | 8 | 14 | 8 | 20 | 7 | 9 |
| Division of Human Resources | 10 | 39 | 1 | 9 | 4 | 16 | 6 | 3 |

Appendix Y – Average Time to Hire by Agency (continued)

| AGENCY NAME | Number of Hires | Total Avg. Time in Days | Requisition Approval | Job Posting | Evaluation | Eligible List | Offered | Hired |
|--|------------------------|--------------------------------|-----------------------------|--------------------|-------------------|----------------------|----------------|--------------|
| Division of Military | 81 | 59 | 5 | 12 | 6 | 19 | 3 | 13 |
| Division of Occupational and Professional Licenses | 130 | 43 | 5 | 12 | 3 | 14 | 2 | 7 |
| Division of Veterans Services | 97 | 45 | 6 | 18 | 1 | 11 | 3 | 6 |
| Division of Vocational Rehabilitation | 21 | 54 | 7 | 9 | 3 | 16 | 14 | 6 |
| Health and Welfare | 1083 | 57 | 1 | 30 | 2 | 12 | 4 | 7 |
| Health District 1 | 43 | 40 | 2 | 15 | 2 | 11 | 0 | 9 |
| Health District 2 | 6 | 47 | 16 | 9 | 4 | 7 | 6 | 6 |
| Health District 5 | 19 | 44 | 8 | 10 | 3 | 14 | 3 | 7 |
| Health District 6 | 13 | 25 | 2 | 8 | 3 | 7 | 1 | 4 |
| Health District 7 | 10 | 29 | 3 | 8 | 1 | 9 | 3 | 4 |
| Idaho Commission for Libraries | 10 | 40 | 2 | 14 | 4 | 10 | 2 | 9 |
| Idaho Commission on Aging | 2 | 50 | 9 | 11 | 3 | 18 | 0 | 9 |
| Idaho Correctional Industries | 7 | 79 | 9 | 10 | 7 | 36 | 14 | 3 |
| Idaho Department of Juvenile Corrections | 91 | 75 | 24 | 19 | 2 | 18 | 10 | 2 |
| Idaho Division of Career Technical Education | 60 | 59 | 3 | 13 | 2 | 35 | 3 | 3 |
| Idaho Industrial Commission | 35 | 39 | 3 | 9 | 6 | 11 | 6 | 6 |
| Idaho Public Charter School Commission | 2 | 39 | 2 | 12 | 1 | 12 | 5 | 8 |
| Idaho Public Television | 11 | 43 | 6 | 8 | 8 | 12 | 5 | 4 |
| Idaho State Board of Education | 8 | 37 | 3 | 10 | 1 | 13 | 1 | 9 |
| Idaho State Historical Society | 8 | 82 | 10 | 10 | 10 | 37 | 9 | 6 |

Appendix Y – Average Time to Hire by Agency (continued)

| AGENCY NAME | Number of Hires | Total Avg. Time in Days | Requisition Approval | Job Posting | Evaluation | Eligible List | Offered | Hired |
|---|------------------------|--------------------------------|-----------------------------|--------------------|-------------------|----------------------|----------------|--------------|
| Idaho State Liquor Division | 100 | 72 | 0 | 58 | 1 | 5 | 2 | 4 |
| Idaho State Police | 132 | 81 | 5 | 12 | 30 | 12 | 16 | 5 |
| Idaho State Tax Commission | 137 | 38 | 1 | 11 | 3 | 13 | 4 | 5 |
| Idaho State University | 185 | 54 | 2 | 29 | 1 | 10 | 5 | 6 |
| Idaho Transportation Department | 401 | 60 | 13 | 10 | 4 | 21 | 6 | 7 |
| Idaho Workforce Development Council | 1 | 21 | 0 | 6 | 3 | 1 | 1 | 10 |
| Information Technology Services | 31 | 41 | 2 | 10 | 3 | 16 | 4 | 5 |
| Lava Hot Springs | 10 | 35 | 13 | 9 | 2 | 6 | 4 | 2 |
| Lewis - Clark State College | 27 | 36 | 2 | 10 | 1 | 15 | 2 | 6 |
| Office of Drug Policy | 6 | 40 | 7 | 9 | 1 | 12 | 1 | 10 |
| Public Employee Retirement System of ID | 18 | 31 | 3 | 9 | 2 | 10 | 1 | 5 |
| Public Utilities Commission | 11 | 45 | 5 | 10 | 3 | 19 | 3 | 5 |
| Soil and Water Conservation Commission | 5 | 65 | 25 | 19 | 4 | 13 | 2 | 2 |
| Southwest District Health | 38 | 46 | 2 | 7 | 2 | 14 | 16 | 5 |

Appendix Z - Jobs Assigned to Public Safety Salary Structure

| Jobs Assigned to Public Safety Salary Structure |
|---|
| CONSERVATION OFF, DIST |
| CONSERVATION OFFICER |
| CONSERVATION OFFICER, REG |
| CONSERVATION OFFICER, SR |
| CORR CORPORAL |
| CORR MGR 1 |
| CORR MGR 2 |
| CORR MGR 3 |
| CORR OFFICER |
| CORR SERGEANT |
| CORR SPECIALIST SUPERVISOR |
| CORRECTIONAL LIEUTENANT |
| CORRECTIONAL SPECIALIST |
| F & G ENF ASST CHF |
| FISH & GAME ENF BUR CHF |
| ISP CAPTAIN |
| ISP LIEUTENANT |
| ISP MAJOR |
| ISP SERGEANT |
| ISP SPECIALIST |
| ISP TROOPER |
| ISP TROOPER RECRUIT |
| PROB AND PAROLE OFFICER, LEAD |
| PROB&PAROLE OFCR |
| PROB&PAROLE OFCR,SR |
| REHAB SPEC, ASSOC, DJC |
| REHAB SPEC, DJC |
| REHAB SUPERVISOR, DJC |
| REHAB TECH II DJC |
| REHAB TECH TRAINEE, DJC |
| REHAB TECH, DJC |

Appendix AA – Jobs Assigned to Nursing/Healthcare Salary Structure

| Jobs Assigned to Nursing/Healthcare Salary Structure |
|--|
| CLINICIAN |
| NURSE, ADVANCED PRACTICE |
| NURSE, LICENSED PRACTICAL |
| NURSE, REGISTERED |
| NURSE, REGISTERED MANAGER |
| NURSE, REGISTERED SENIOR |
| NURSING ASST CERT |
| NURSING ASST, CERTIFD-SR |
| NURSING SERVICES DIR |
| PHARMACIST, CLINICAL |
| PHARMACY ASST,SR |
| PHARMACY SVCS SPEC |
| PHARMACY SVCS SUPV |
| PHARMACY/DATA INVNTY SP |
| PHYSICAL OCC THERAPY AID |
| PHYSICIAN, MED CLINIC - INST |
| PHYSICIAN, PSYCH SPECIALTY |
| PSYCHOLOGIST |
| PSYCHOLOGY, CHF OF |
| THERAPIST |
| THERAPIST, EARLY INTERVENTION |

Appendix AB - Jobs Assigned to IT & Engineering Salary Structure

| Jobs Assigned to IT/Engineering Salary Structure |
|--|
| ARCHITECT/ENG PRJ MGR SR |
| CONSTRUCTION MGR 1 |
| DATA SCIENTIST |
| DPW PROJECT MANAGER |
| ENGINEER ASSOCIATE |
| ENGINEER INTERN |
| ENGINEER, MANAGER 1 |
| ENGINEER, MANAGER 2 |
| ENGINEER, MANAGER 3 |
| ENGINEER, STAFF |
| ENGINEER, TECHNICAL 1 |
| ENGINEER, TECHNICAL 2 |
| ENGINEERING ASST, TRANSP |
| ENGINEERING TECH SR, P&R |
| ENGINEERING TELEMETRY TECH |
| GEOLOGIST , ENG |
| GEOLOGIST, ENG ASST |
| GIS ANALYST I |
| GIS ANALYST II |
| GIS ANALYST III |
| GIS ASSOCIATE |
| IT ARCHITECT I |
| IT ARCHITECT II |
| IT ARCHITECT III |
| IT ARCHITECT IV |
| IT DATABASE ADMIN ANALYST I |
| IT DATABASE ADMIN ANALYST II |
| IT DATABASE ADMIN ANALYST III |
| IT DATABASE ADMIN ANALYST IV |
| IT INFO MGT SPECIALIST I |
| IT INFO MGT SPECIALIST II |
| IT INFO MGT SPECIALIST III |
| IT INFO SECURITY ENGINEER I |
| IT INFO SECURITY ENGINEER II |
| IT INFO SECURITY ENGINEER III |
| IT INFO SECURITY ENGINEER IV |
| IT INFO SYS AND INFR ENG I |
| IT INFO SYS AND INFR ENG II |

Appendix AB – Jobs Assigned to IT & Engineering Salary Structure (continued)

| Jobs Assigned to IT/Engineering Salary Structure |
|---|
| IT INFO SYS AND INFR ENG III |
| IT INFO SYS AND INFR ENG IV |
| IT MANAGER I |
| IT MANAGER II |
| IT MANAGER III |
| IT MANAGER IV |
| IT MANAGER V |
| IT NETWORK ENGINEER I |
| IT NETWORK ENGINEER II |
| IT NETWORK ENGINEER III |
| IT NETWORK ENGINEER IV |
| IT OPS & SUPPORT ANALYST I |
| IT OPS & SUPPORT ANALYST II |
| IT OPS & SUPPORT ANALYST III |
| IT OPS & SUPPORT SR TECHNICIAN |
| IT OPS & SUPPORT TECHNICIAN |
| IT OPS&SUPPORT ASSOCIATE TECH |
| IT SOFTWARE ENGINEER ASSOCIATE |
| IT SOFTWARE ENGINEER I |
| IT SOFTWARE ENGINEER II |
| IT SOFTWARE ENGINEER III |
| IT SOFTWARE ENGINEER IV |
| IT SOFTWARE ENGINEER TRAINEE |
| LAND SURVEYOR, TRANS |
| LAND SURVEYOR-IN-TRNG |
| REMOTE SNSG ANLYST STAFF |
| REMOTE SNSG ANLYST TECH |
| TRANS OPERATIONS TEAM LEADER |
| TRANS TECH, OPERATIONS |
| TRANSP TECH |
| TRANSP TECH APPRENTICE |
| TRANSP TECH PRIN, ENGNRNG |
| TRANSP TECH PRIN, MTNC |
| TRANSP TECH SR, MTNC |
| TRANSPORTATION TECH SR |