



## **REPORT TO THE GOVERNOR**

### **FY 2023 Change in Employee Compensation and Benefits Report**

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Idaho Capitol Building  
Photo by Michelle Peugh, HR Strategic Business Partner  
Taken in December 2019

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## EXECUTIVE SUMMARY

The State of Idaho is the largest employer in the state with 25,000 Idahoans working in state jobs. State employees fill critical roles in helping state government administer public service programs 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.

Although Idaho was one of few states who remained fully open through almost the entire pandemic, Idahoans are still facing significant and unique challenges in the workforce. In 2021, Idaho has experienced a record number of individuals leaving the workforce. In state employment alone, turnover has increased 4% for classified employees. Although Idaho's unemployment rate matches our strong economy pre-pandemic, dipping to 2.8% in October 2021, Idaho still has tens of thousands of jobs that need filled. In state government alone, we have over 2,500 unfilled jobs and are currently battling a 12% vacancy rate across regular positions. There are times when not a single application is received for a job posting. Data from our recruitment software shows we have more people than ever viewing our jobs, but the number of applications submitted has declined.

The question everyone is asking, is “where have all the workers gone?” This is not only a challenge in state employment, but across all industries in Idaho. With one of the lowest unemployment rates in the country, employers in both public and private sectors are left scratching their heads. With Idaho's good fortune and strong economy, we also face new challenges. Idaho employers added jobs faster than any other state in the last year. Idaho also has the fastest construction job growth in the entire country over the last year with a 7% increase in new jobs.<sup>1</sup>

However, Idaho still faces a change in those participating in the workforce. Individuals over the age of 55, dropped 11% this past year. Mothers with children at home are less likely to enter the workforce because of the instability of school schedules and the risk of children needing to be home for quarantine or health related challenges. Idaho also saw about 200 childcare centers close during the pandemic, disrupting one of the most critical work supports for working moms.<sup>1</sup> If these changes weren't difficult enough, consumer prices in the U.S. are 6.2% higher in October than a year ago (the sharpest increase since November 1990)<sup>2</sup> and in Idaho alone, prices were up 7.5%.

From sharp increases in housing costs, gas prices, food and basic needs, disposable income has become critical to Idaho families.

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<sup>1</sup> Tacke, K. (2021, July 27). Why Idaho Employers Struggle to Find Workers. Idaho Department of Labor. Retrieved from: <https://idahoatwork.com/2021/07/27/why-idaho-employers-struggle-to-find-workers/>. (Note: IDOL posted this article on behalf of Regional Economist Kathryn Tacke, who sadly passed away unexpectedly on July 2, 2021. This was the last article she submitted for publication.)

<sup>2</sup> U.S. Bureau of Labor Statistics. (2021, November 19). Consumer prices increase 6.2 percent for the year ended October 2021. Retrieved from: <https://www.bls.gov/opub/ted/2021/consumer-prices-increase-6-2-percent-for-the-year-ended-october-2021.htm>.

The Governor and the Legislature have worked hard to keep state jobs competitive across private and public sector competitors. However, with every industry increasing wages to attract workers,<sup>3</sup> the State still finds itself 9% below market for salaries in 2021 according to our local survey.<sup>4</sup>

The State's total compensation plan steadied at 12% below market in both 2018 and 2019, signaling that the State was no longer losing ground relative to the market. While the 2021 Korn Ferry Total Compensation Report shows the State maintaining its 12% below market average when compared to the private sector, ground has been gained when compared to the public sector. Instead of a 12% total compensation lag, the State improved to a 7% below market position.<sup>5</sup> The commitment of the Governor and the State Legislature steadily increasing total compensation since the economic downturn helped the State maintain its market position.<sup>6</sup>

During the 2021 Legislative Session, Governor Little and the Legislature moved the salary structure upward by 2%, allocated 2% for merit-based increases, approved current payline exceptions for FY 2022, and maintained the State's employee benefits package funding.

The November 2021 Idaho General Fund Revenue Report shows the State's general fund revenues continuing to exceed forecasts.<sup>7</sup>

Accordingly, the Division of Human Resources ("DHR") recommends the following to the Governor and the Legislature for FY 2023: 1) fund a 5% change in employee compensation for permanent positions with the following components: (a) increase the salary structure by 2% and fully fund all employees, not just those falling below the minimum of the salary ranges to continue movement toward the market average; and (b) increase the merit-based salary component by at least 3%; 2) continue current payline exceptions for those job classifications which target specific recruitment and retention situations; and 3) maintain the overall design of the benefits package and percentage contributions for employee benefits.

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.

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<sup>3</sup> Miller, S. (2021, November 1). Employers Respond to Great Resignation by Raising Pay, Improving Benefits. Society for Human Resource Management (SHRM). Retrieved from <https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/employers-respond-to-resignation-tsunami-by-raising-pay-improving-benefits.aspx>.

<sup>4</sup> Milliman State of Idaho Custom Salary Survey, Appendix B.

<sup>5</sup> Korn Ferry Total Compensation Report, Appendix C.

<sup>6</sup> Five Year Synopsis of State CEC Increases FY 2018-2022, Appendix D.

<sup>7</sup> Full report available at [https://dfm.idaho.gov/publications/eab/gfrr/gfrr2022/gfrr\\_nov2021.pdf](https://dfm.idaho.gov/publications/eab/gfrr/gfrr2022/gfrr_nov2021.pdf).

## 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.<sup>8</sup> 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.”

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<sup>8</sup> §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.<sup>9</sup> 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.<sup>10</sup> 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.

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<sup>9</sup> §59-1603 Conformity With Classified Positions, Idaho Code, Appendix F.

<sup>10</sup> FY 2022 Compensation Schedule, Appendix G.

The policy rate<sup>11</sup> within each pay grade is intended to represent the “midpoint market average”.<sup>12</sup> Idaho’s 2021 total compensation analysis demonstrates the current policy rates are 0.1% above the public sector and 19.7% below the private sector market averages.<sup>13</sup> Annual CEC changes are intended to move the policy rate closer to market averages and ensure the State’s compensation plan remains competitive.

The policy rate is used to determine an employee’s compa-ratio.<sup>14</sup> 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 \$22.41 in pay grade I, so the new position would be funded at \$17.93 which equals 80% compa-ratio.

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. However, DHR’s current recommendation is 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.

### State Compa-Ratio Averages

The classified statewide average compa-ratio rebounded back to 88.8%, with a classified average hourly pay rate of \$24.86. In FY 2020, the average pay rate was static with a lower compa-ratio due to freezing the implementation of the approved FY 2021 merit-based CEC while moving forward with increasing the pay structure by 3%.

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

<b>Fiscal Year</b>	<b>Classified Employee Count</b>	<b>Average Pay Rate</b>	<b>Average Annual Salary</b>	<b>Average Compa-Ratio</b>
<b>2021</b>	12,753	\$24.86	\$51,708.80	88.8%
<b>2020</b>	13,004	\$23.53	\$48,945.44	86.3%
<b>2019</b>	13,070	\$23.44	\$48,755.20	88.9%
<b>2018</b>	12,931	\$22.73	\$47,278.40	88.9%
<b>2017</b>	13,069	\$21.87	\$45,489.60	88.9%

<sup>11</sup> “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.

<sup>12</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix H.

<sup>13</sup> Korn Ferry Total Compensation Report, Appendix C.

<sup>14</sup> “Compa-ratio” is the relationship between an employee’s salary and the policy pay rate of the job. See Glossary, Appendix A.

See Appendix I for classifications with an average compa-ratio of 80% or less (single-incumbent classes excluded).<sup>15</sup>

### *Performance Management*

The State of Idaho Compensation Philosophy<sup>16</sup> 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.

### *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.<sup>17</sup>

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. Due to significant recruitment and retention challenges, the following five (5) classifications were added to payline exception in November 2021: Nurse, Registered Senior; Nurse, Licensed Practical; Nursing Assistant, Certified – Senior; Nursing Services Director; and Recreation Assistant.

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<sup>15</sup> Average Compa-Ratio by Classification, Appendix I.

<sup>16</sup>§67-5309A State Employee Compensation Philosophy, Idaho Code (See page 8 of this report where this statute is quoted in its entirety).

<sup>17</sup> Payline Exception/Specific Occupational Inequities, Appendix J.

### *FY 2021 Target Position Implementation*

In the FY 2021 Change in Employee Compensation and Benefits Report, DHR identified 20 classifications as the most critically in need of equity adjustments on a statewide basis based on an analysis of market data, average turnover, and average compa-ratio rates.

The 2020 Legislature authorized and funded a 2% equity (not merit-based) for permanent employees in these 20 target classifications.

In April 2020, the State forecasted revenue losses up to \$700 million.

In response, the Governor issued workforce guidance related to alleviating the widespread impacts on state revenue by:

- implementing a hiring freeze of non-essential positions;
- restricting paid overtime and administrative leave;
- freezing compensation (including the implementation of the approved FY 2021 CEC and the 2% equity increase for target positions);
- limiting end-of-year encumbrances; and,
- limiting purchasing to essential, time-sensitive needs.

By the end of 2020, the State's revenue and budget projections were continuing to improve, restoring confidence in the strength of the State's revenue forecast amidst continued global uncertainty.

Accordingly, DHR and DFM provided guidance to agencies regarding the FY 2021 implementation of the 2% equity increase of the 20 targeted positions with pay updates effective on January 10, 2021, made retroactively to June 14, 2020, or the date the employee started in the class code, whichever is later.

One thousand three hundred and five (1,305) permanent employees at 49 agencies received the equity increase.

The following table shows the distribution of these equity adjustments by classification:

<b>Classification Title</b>	<b>Count of Executive Branch Employees Who Received 2% Equity Increase</b>	<b>Employee Count as of October 2021</b>	<b>Pay Grade</b>
<b>Administrative Assistant 1</b>	300	292	H
<b>Administrative Assistant 2</b>	252	260	I
<b>Building Superintendent</b>	7	9	J
<b>Carpenter</b>	9	9	H
<b>Client Services Technician</b>	24	24	G
<b>Correctional Case Manager</b>	114	114	K
<b>Custodian</b>	168	177	E
<b>Customer Service Representative 1</b>	55	69	G
<b>Customer Service Representative 2</b>	100	114	H
<b>IT Information Security Engineer II</b>	13	18	M
<b>IT Systems &amp; Infrastructure Engineer II</b>	12	19	L
<b>IT Software Engineer I</b>	16	17	K
<b>IT Software Engineer II</b>	29	31	L
<b>Maintenance Craftsman</b>	5	5	G
<b>Nurse, Registered</b>	60	67	L
<b>Nurse, Registered Manager</b>	36	36	N
<b>Scientist 3</b>	17	17	M
<b>Tax Auditor 1</b>	19	21	K
<b>Tax Auditor 2</b>	29	27	L
<b>Tax Auditor 3</b>	40	37	M

Based on this 2% equity increase, along with 2% CEC appropriations for both FY 2021 and FY 2022, these classifications have experienced positive improvement in market position from 2019 to 2021. The average market position of these 20 classifications increased from 78% to 83%.

For FY 2023, DHR is not proposing targeted positions for consideration. The CEC recommendations should allow agency flexibility to address certain hard to recruit and hard to retain positions.

## 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.<sup>18</sup> 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 \$24.86 an hour has a total compensation of \$35.72 an hour.<sup>19</sup>

### *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, universities, and colleges which include: 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"). These services are managed by the Department of Administration's Office of Group Insurance ("OGI").

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 47 years old.

Medical insurance is the most significant dollar value program from the OGI with a FY 2022 projected state cost of approximately \$235 million dollars covering roughly 18,800 employees and their 27,700 spouses and dependent children as well as 640 retirees and their 185 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.

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<sup>18</sup> A Total Compensation analysis is provided for each employee by login through the State Controller Office's website at [www.sco.idaho.gov](http://www.sco.idaho.gov). This report itemizes the "real-time" amount the State pays for each employee's cash compensation and benefits.

<sup>19</sup> Sample State Employee Total Compensation Breakdown, Appendix K.

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.

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 received approximately \$13 million of federal CARES funding in FY 2021 to offset the medical costs directly related to the diagnosis, testing and treatment of COVID-19.

Overall, the State’s health plan continued to see a marked increase in the number of virtual services for medical (primary care physician or specialist) and behavioral health visits during the last plan year. Overall 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*

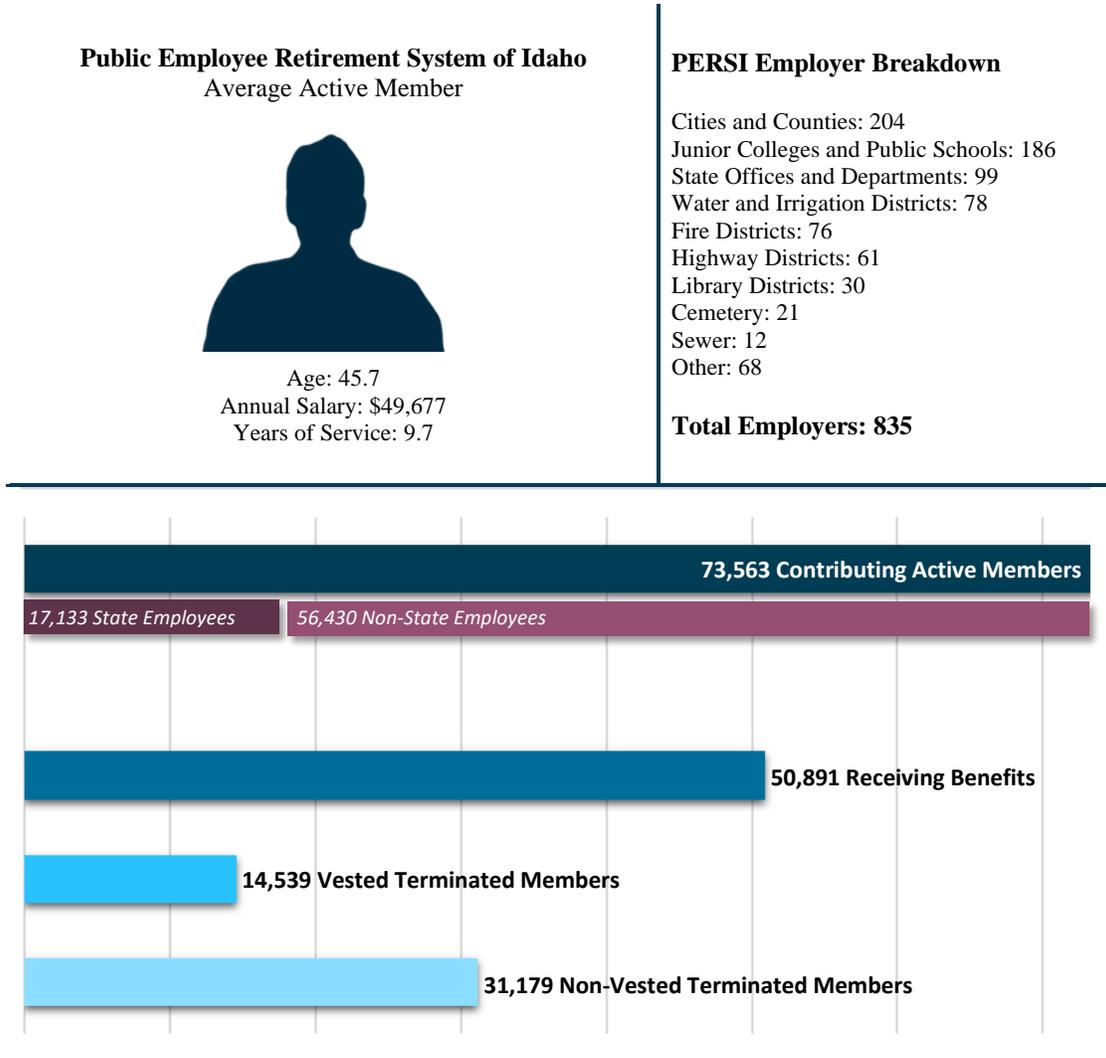
State employees’ retirement benefit or pension plan is managed by PERSI. In 1963, PERSI was created by the Idaho Legislature with funding effective July 1, 1965.

Since then, PERSI has provided a Defined Benefit (DB) plan<sup>20</sup> 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.

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<sup>20</sup> 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.

Funding comes from three sources: contributions from employees, employers, and investment income. As of June 30, 2021, there were 835 contributing employers and a total of 170,172 members. Additional information is illustrated in the following graphic:



In addition to the DB plan, PERSI manages and separately accounts for the Choice 401 (k) Plan, the Sick Leave Insurance Fund, the Firefighters’ Retirement Fund, and the Judges’ Retirement Fund.

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 November 2021 Board meeting, the Chairman and Trustees reviewed and approved the annual actuarial valuation of the system for fiscal year 2021 (ended June 30, 2021).

The fund was valued at \$21.8 billion, had an amortization period of 0.4 years, and a funding ratio of 99.8%.

The funding ratio is the present value of the projected benefits earned by employees and is lower than the 25-year maximum permitted under Idaho Code §59-1322 Employer Contributions–Amounts–Rates–Amortization.<sup>21</sup>

During FY 2021, the contribution rate for PERSI general members was 7.16% and 11.94% for employers. Public safety members' contribution rate was 8.81% and 12.28% for employers.

PERSI paid out over \$921 million in benefits to Idaho retirees in FY 2021. As a result, nearly \$77 million went back into Idaho's economy each month.

The retirement 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.<sup>22</sup> 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.

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<sup>21</sup> §59-1322 Employer Contributions–Amounts– Rates –Amortization, Idaho Code, Appendix L.

<sup>22</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix E.

In 2021, DHR partnered with Milliman for a fifth 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 2021 Custom Survey reflect, on average, the State’s actual salaries lag the local market by 9%.<sup>23</sup> The following table 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 Employers	Private Sector Employers	Total Participants
2021	-9%	24	16	40
2020	-10%	24	15	39
2019	-11%	31	23	54
2018	-8%	16	9	25
2017	-9%	23	9	32

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 2021, base salary budgets increased by an average of 2.2% (median of 2.3%) among survey participants. Base salaries among the same employers are projected to increase by an average of 2.8% (median of 3.0%) in 2022. Across the State’s relevant labor market in 2021, salary structures increased by an average of 2.0% (median of 2.0%) among all survey participants. Salary structures among the same employers are projected to increase by an average of 2.3% (median of 2.2%) in 2022.

Among public sector participants only, base salary budgets increased by an average of 1.8% (median of 2.0%) in 2021. Salary structures increased by an average of 1.6% (median of 1.8%). For 2022, public sector participants are projected to increase base pay budgets by an average of 2.6% (median of 3.0%). Public sector participants projected salary structure increases by an average of 2.0% (median of 2.1%).

Among private sector participants only, base salary budgets increased by an average of 2.9% (median of 3.0%) in 2021. Salary structures increased by an average of 2.9% (median of 2.5%). For 2022, private sector participants are projected to increase base pay budgets by an average of 3.0% (median of 3.0%). Private sector participants projected salary structure increases at an average of 3.0% (median of 3.0%).

The chart on the following page summarizes 2021 pay practices and 2022 projections across the State’s relevant labor market.

<sup>23</sup> Milliman State of Idaho Custom Compensation Survey, Appendix B.

Pay Practices	All Participants		Public Sector		Private Sector	
	Average	Median	Average	Median	Average	Median
Average Percent of Base Pay Increase Budget, 2021	2.2%	2.3%	1.8%	2.0%	2.9%	3.0%
Average Percent of Base Pay Increase Budget, 2022 Projected	2.8%	3.0%	2.6%	3.0%	3.0%	3.0%
Percent Increase to Salary Structure, 2021	2.0%	2.0%	1.6%	1.8%	2.9%	2.5%
Percent Increase to Salary Structure, 2022 Projected	2.3%	2.2%	2.0%	2.1%	3.0%	3.0%

More than 150 organizations from both public and private sectors were invited to participate in the Custom Survey. Forty (40) organizations participated in this year’s survey. For the second year in a row, many organizations stated they were unable to participate due to lack of resources/time amid the pandemic. Several organizations added that they wish to remain on the contact list for future survey participation.

Of the 40 participants, 60% were public employers and 40% 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 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	+2%
Nevada	-8%
Oregon	-7%
Utah	-7%
Washington	-10%
Wyoming	-2%

These geographic adjustments are determined for each state based on cost of labor.<sup>24</sup> For example, a non-management job in Montana reported at \$30,000 would be compared to the job match in Idaho as \$30,600. A non-management job in Oregon 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 3,800 employees within state classifications. Compensation information collected in the Custom Survey included: job title, level of match, number of incumbents, FLSA status, average annual base pay, and salary range minimum/maximum. Benchmark jobs were selected based on the following four (4) factors: market comparability,<sup>25</sup> organizational hierarchy,<sup>26</sup> employee representation,<sup>27</sup> and cross-functional representation.<sup>28</sup>

### *Korn Ferry Total Compensation Report*

DHR engaged Korn Ferry (“KF”) to assess the competitiveness of the State’s total compensation program. The 2021 KF Total Compensation Report can be found in Appendix C of this report.

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.<sup>29</sup> The analysis included both the cost and the value of the total compensation<sup>30</sup> 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.

The 2021 analysis found that when compared to the private sector, the State’s aggregate base salary market position was 26% below the market average and the State’s base salary policy rate was 20% below the market average. The State’s benefits were found to be 16% above the private sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 12% below the market average.

The 2021 analysis found that when compared to the public sector, the State’s aggregate base salary market position was 8% below the market average and the State’s base salary policy rate was 0.1% above the market average. The State’s benefits were found to be 5% below the public sector market average. Salaries below market impact the overall value of benefits, resulting in a total compensation market position of 7% below the market average.

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<sup>24</sup> “Cost of labor” refers to the difference in pay or labor market for a job from one location to another.

<sup>25</sup> “Market comparability” refers to jobs that are commonly found in other organizations that are being surveyed.

<sup>26</sup> “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.

<sup>27</sup> “Employee representation” refers to jobs that represent large numbers of employees whenever possible.

<sup>28</sup> “Cross-functional representation” refers to jobs that represent all functions within the organization, from management to administrative and support positions.

<sup>29</sup> IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

<sup>30</sup> The plan design and different elements provided to the employee.

The total compensation market analysis showed the State maintaining ground relative to the market contributable to consistent annual salary and structure increases in recent fiscal years, with ground gained in comparison to the public sector.

The State continues to maintain its 12% market lag in comparison to the private sector, while this year’s total compensation analysis shows a 5% improvement in comparison to the public sector, narrowing the gap to a 7% lag. Subsequent analyses will help determine if the gain is sustainable growth or a temporary result of frozen wages within the public sector amid the pandemic.

The following tables show the State’s market position history based on the last five (5) years<sup>31</sup> 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
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%
2017 (FY 2019 Report)	-9.9%	-2.9%	-14.1%	-0.1%	-8.5%	0.5%	-10.9%	0.1%
2016 (FY 2018 Report)	-7.0%	0.4%	-14.0%	-0.3%	-9.0%	0.4%	-11.0%	0.3%

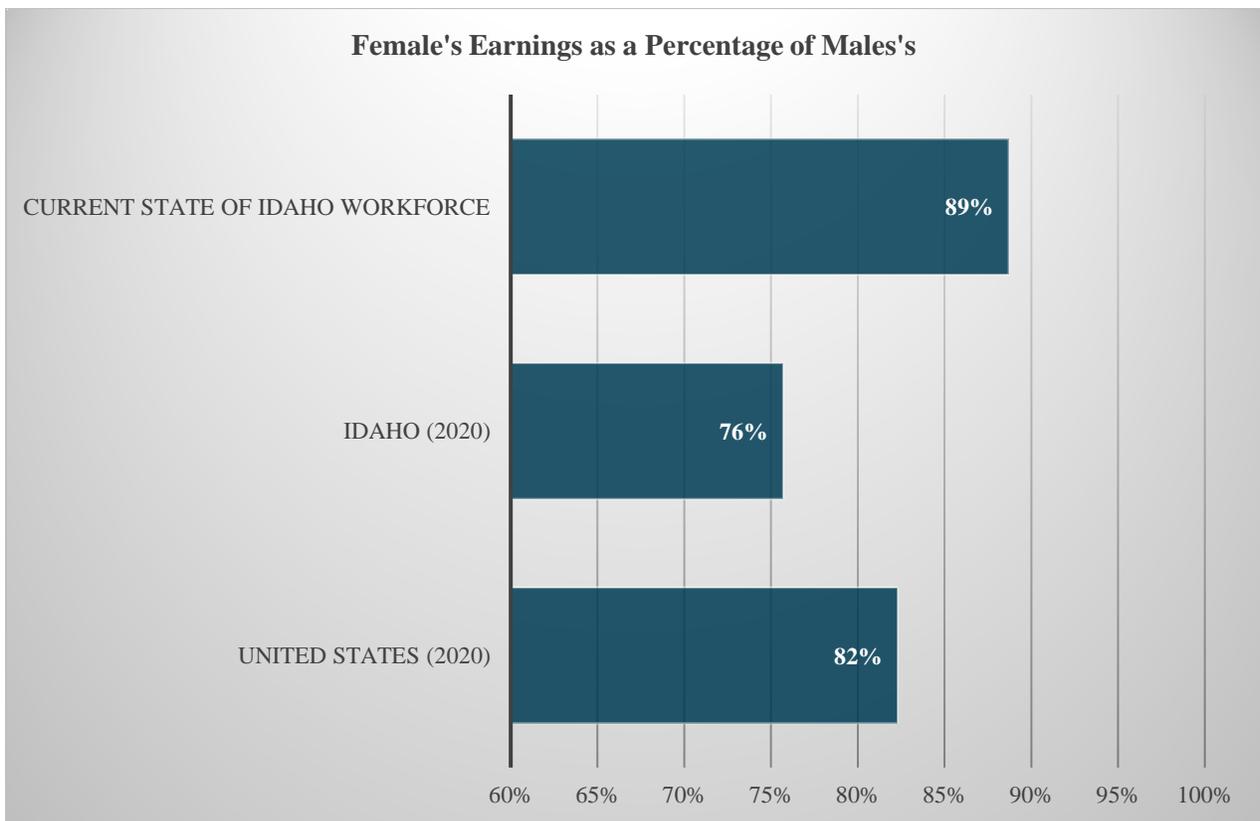
STATE OF IDAHO VS. PRIVATE SECTOR								
Year	Policy Rate	Policy Rate Change	Salary	Salary Change	Benefits	Benefits Change	Total Comp	Total Comp Change
2021 (FY 2023 Report)	-19.7%	1.8%	-26.1%	0.1%	16.3%	7.2%	-12.2%	-0.2%
2019 (FY 2021 Report)	-21.5%	0.1%	-26.2%	-0.6%	9.1%	1.8%	-12.0%	0.4%
2018 (FY 2020 Report)	-21.6%	-1.4%	-25.6%	-1.7%	7.3%	-1.5%	-12.4%	-0.2%
2017 (FY 2019 Report)	-20.2%	-0.2%	-23.9%	0.1%	8.8%	-5.2%	-12.2%	-4.2%
2016 (FY 2018 Report)	-20.0%	-0.2%	-24.0%	0.5%	14.0%	-0.4%	-8.0%	0.4%

<sup>31</sup> NOTE: A total compensation analysis was not conducted in 2020.

## EQUAL PAY

The State’s full-time female workforce currently earns 89% 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 2020, females in Idaho working full-time earned 76% of what their male counterparts did, according to the U.S. Bureau of Labor Statistics.<sup>32</sup>

The following chart compares the State’s workforce against the national and state average as reported in 2020:



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.

<sup>32</sup> U.S. Bureau of Labor Statistics (2021). Women’s Earnings in Idaho – 2020. Retrieved from: [https://www.bls.gov/regions/west/news-release/womensearnings\\_idaho.htm](https://www.bls.gov/regions/west/news-release/womensearnings_idaho.htm).

## WORKFORCE DEMOGRAPHICS

As of October 2021, the State workforce consists of 25,246 employees:<sup>33</sup> 12,753 classified and 12,493 non-classified.<sup>34</sup>

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.<sup>35</sup>

The State's workforce is present in every county in the state.<sup>36</sup>

### *Workforce by Age*

The BLS reported median age of the 2020 U.S. workforce is 42 years old.<sup>37</sup> As of October 2021, 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 27% 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	1,477	5.9%
25-34	4,749	18.8%
35-44	6,202	24.6%
45-54	6,096	24.1%
55-64	5,189	20.6%
65+	1,533	6.1%
<b>Grand Total</b>	<b>25,246</b>	<b>100%</b>

<sup>33</sup> Figures fluctuate throughout the year.

<sup>34</sup> Classified and Non-Classified Agency List, Appendix M.

<sup>35</sup> §67-5303 Application to State Employees, Idaho Code, Appendix N.

<sup>36</sup> Workforce Demographics by County, Appendix O.

<sup>37</sup> U.S. Bureau of Labor Statistics (2021). Median age of the labor force, by sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/median-age-labor-force.htm>.

### *Workforce by Gender*

The BLS reported that the 2020 U.S. labor force was comprised of 47% female and 53% male employees.<sup>38</sup> As of October 2021, both the State's total and classified workforce is comprised of 51% female and 49% male employees.

### *Workforce by Race*

The BLS reported that the 2020 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).<sup>39</sup> The BLS also reported that 18% of the labor force was of Hispanic Origin.

As of October 2021, 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, 8% Hispanic, 2% Asian Or Pacific Islanders, and 1% Black (not of Hispanic Origin).

### *Workforce by Veteran Status*

The BLS reported that 7% of the 2020 civilian labor force was made up of veterans. Of the 7%, one (1) in 10 were female.<sup>40</sup>

As of October 2021, the State's total workforce is comprised of 1,281 veterans or 5% of the total workforce. Of the 5%, 85% are male and 15% are female. The State's veteran workforce experienced a 2% increase from 5% to 7% from 2019 - 2020, falling back down to 5% presently. In FY 2021, veterans accounted for 9% 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.<sup>41</sup>

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<sup>38</sup> U.S. Bureau of Labor Statistics (2021). Median age of the labor force, by sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/median-age-labor-force.htm>.

<sup>39</sup> U.S. Bureau of Labor Statistics (2021). Civilian labor force participation rate by age, sex, race, and ethnicity. Retrieved from: <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>.

<sup>40</sup> U.S. Bureau of Labor Statistics (2021). Employment Situation of Veterans Summary. Retrieved from: <https://www.bls.gov/news.release/vet.nr0.htm#>.

<sup>41</sup> Idaho Department of Labor (2021). Veterans Services. Retrieved from: <https://labor.idaho.gov/dnn/Job-Seekers/Veterans-Services>.

## Workforce Turnover

In FY 2021, the State experienced a 18.9% total turnover rate<sup>42</sup> of classified employees: 10.8% were voluntary separations,<sup>43</sup> 4.7% were involuntary separations,<sup>44</sup> and 3.3% were retirements.<sup>45</sup> This is a 4% increase in turnover over the prior year. A total of 2,456 classified employees exited state employment. Of those employees, 429 retired (including four [4] medical retirements), 1,409 voluntarily exited, and 618 involuntarily exited (including 55 dismissals). Based on the separation codes<sup>46</sup> 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 Transfers to Another Agency.

As previously noted, the State experienced a 4% increase in turnover from FY 2020 to FY 2021, which is the largest increase in year-over-year turnover since the Great Recession in FY 2008. The increase is mostly contributable to voluntary turnover, with a 2% increase in personal separations and a 1% increase in transfers to another agency.<sup>47</sup> Another 1% increase was comprised of separations for jobs in the private sector and retirements. The following table shows the State’s classified turnover since the Great Recession:

STATEWIDE TURNOVER RATES FOR CLASSIFIED EMPLOYEES							
Fiscal Year	Retirement Turnover Rate	Voluntary Turnover Rate	Involuntary Turnover Rate	Total Separation Count	Total Turnover Rate	Year-Over-Year Change	Average Employee Count
2021	3.3%	10.8%	4.7%	2,456	18.9%	3.9%	13,004
2020	3.0%	7.9%	4.1%	1,953	15.0%	0.1%	13,037
2019	3.2%	7.9%	3.8%	1,929	14.9%	-0.2%	12,933
2018	3.1%	7.8%	4.1%	1,964	15.1%	-0.2%	12,998
2017	3.2%	7.4%	4.6%	1,985	15.3%	1.1%	13,051
2016	3.0%	7.0%	4.2%	1,845	14.2%	-1.2%	12,959
2015	3.1%	7.4%	4.9%	1,969	15.4%	0.9%	12,819
2014	3.3%	7.1%	4.1%	1,842	14.5%	0.9%	12,687
2013	3.2%	6.5%	3.9%	1,717	13.6%	1.8%	12,618
2012	2.8%	5.6%	3.4%	1,494	11.8%	1.5%	12,624
2011	2.4%	4.5%	3.4%	1,306	10.3%	-0.9%	12,676
2010	2.3%	4.8%	4.1%	1,451	11.2%	0.5%	12,927
2009	2.2%	4.7%	3.8%	1,426	10.7%	-1.2%	13,231
2008	2.0%	6.2%	3.7%	1,584	11.9%	4.7%	13,273

Note: Details in the table may not sum to totals because of rounding.

<sup>42</sup> Classified Employees Total Separations by Agency FY 2017-2021, Appendix P.

<sup>43</sup> Classified Employees Voluntary Separations by Agency FY 2017-2021, Appendix Q.

<sup>44</sup> Classified Employees Involuntary Separations by Agency FY 2017-2021, Appendix R.

<sup>45</sup> Classified Retirement Turnover by Agency FY 2017-2021, Appendix S.

<sup>46</sup> Classified Turnover by Separation Code, Appendix T.

<sup>47</sup> The 1% increase in transfers to another agency is contributable to the centralization of 11 separate agencies overseeing occupational licensure pursuant to Executive Order No. 2020-10: <https://gov.idaho.gov/wp-content/uploads/sites/74/2020/06/eo-2020-10.pdf>.

The employee age range with the highest turnover was 25-34, followed by ranges 55-64 and 35-44. The following table shows classified turnover distribution by age range during FY 2021:

<b>Classified Employee Age Range</b>	<b>Total Separation Count</b>
<b>15-24</b>	207
<b>25-34</b>	594
<b>35-44</b>	484
<b>45-54</b>	433
<b>55-64</b>	550
<b>65+</b>	188

For FY 2021 classified turnover by pay grade, see Appendix U.<sup>48</sup>

The following table shows FY 2021 classified turnover by occupational group sorted from highest to lowest turnover:

<b>Occupational Group</b>	<b>Average Employee Count</b>	<b>Total Separation Count</b>	<b>Turnover Rate</b>
<b>Nurses</b>	399	111	30%
<b>Labor Trades and Crafts</b>	1,045	186	29%
<b>Administrative</b>	2,258	393	23%
<b>Protective Services</b>	1,893	259	21%
<b>Health Care - Services</b>	1,172	187	19%
<b>Para-Professional Subgroup</b>	916	114	18%
<b>Finance and Accounting</b>	652	90	17%
<b>Information Technology</b>	538	128	16%
<b>Professional Services</b>	2,474	303	14%
<b>Engineering</b>	888	95	13%
<b>Science/Environmental</b>	590	63	10%
<b>Management Subgroup</b>	202	24	9%

As of October 2021, the Executive Branch has a vacancy rate of 12%. See Appendix V for a complete list of vacancy rates by agency for FY 2021.<sup>49</sup>

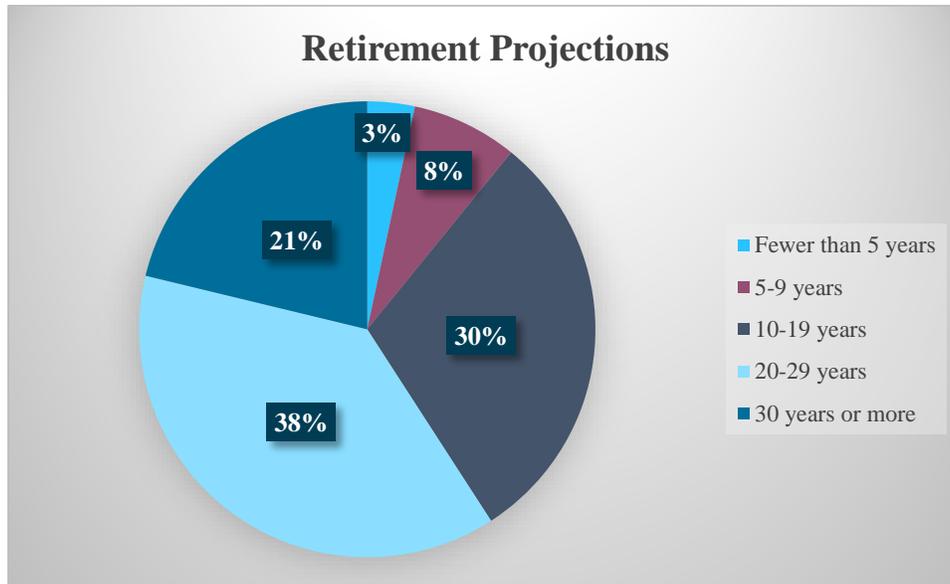
<sup>48</sup> Classified Average Pay Rate and Turnover by Pay Grade, Appendix U.

<sup>49</sup> Vacancy Rate by Agency, Appendix V.

### Retirement Projections

In FY 2021, 719 state employees retired representing 3% of the State’s total workforce. This is an increase of 1% from FY 2020. The retirement projections for the next nine (9) years represent 11% of the State’s total workforce, with 3% of the workforce eligible to retire in less than five (5) years and 8% eligible to retire in five (5) to nine (9) years.<sup>50</sup>

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



See Appendix X for classified retirement projections by agency.<sup>51</sup>

### State Recruitment

The State’s applicant tracking system, NEOGOV, has been live for state recruitment since December 2018.

In FY 2021, the statewide average time to hire was 60 days. During this period, there were 34 classifications identified as experiencing low performance, meaning that hiring for these positions was more challenging resulting in weaker applicant pools than 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.

<sup>50</sup> Total Retirement Forecast by Agency Calendar Years 2021-2051, Appendix W.

<sup>51</sup> Classified Retirement Forecast by Agency Calendar Years 2021-2051, Appendix X.

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

1	Psychiatric Technician Trainee	18	Biologist, Wildlife Regional
2	Transportation Technician Apprentice	19	Mechanic
3	Nurse, Registered	20	Purchasing Agent
4	Liquor Store Clerk	21	Buyer, Senior
5	Psychiatric Technician	22	Water Resource Agent
6	Transportation Technician Senior	23	Human Services Field Program Manager
7	Nursing Assistant, Certified	24	Probation and Parole Officer, Lead
8	Program Manager	25	Parole Investigator
9	Grants/Contracts Operations Analyst	26	Probation and Parole Section Supervisor
10	Liquor Store Manager	27	Public Health Program Manager 2
11	Self-Reliance Specialist	28	Engineer, Technical 1
12	Agriculture Investigator, Senior	29	Fish Hatchery Manager 2
13	Research Analyst, Principal	30	Fish Hatchery Assistant Manager
14	Research Analyst, Senior	31	Transportation Technician Principal, Maintenance
15	Financial Examiner / Investigator 1	32	Medical Assistant, Registered
16	Tax Automated System Specialist	33	Maintenance and Operations Supervisor
17	Engineer, Manager 1	34	Traffic Signal Technician

During FY 2021, the State received over 4.2 million job hits on active recruitments (a 56% increase from the previous year) and 57,644 applications (a -6% decrease). This statistic indicates that people are still looking for employment but may be more selective of the jobs they apply for. With higher turnover in FY 2021, lower application rates have contributed to recruitment challenges for vacant state jobs.

Of those applicants, 54% were female, 39% were male, and 7% unknown. Seventy-two percent (72%) of applicants were White or Caucasian, 9% Hispanic, 5% two (2) or more races, 3% Asian, 1% American Indian or Alaskan Native, 1% Black, 1% Native Hawaiian or Other Pacific Islander, and 8% unknown.

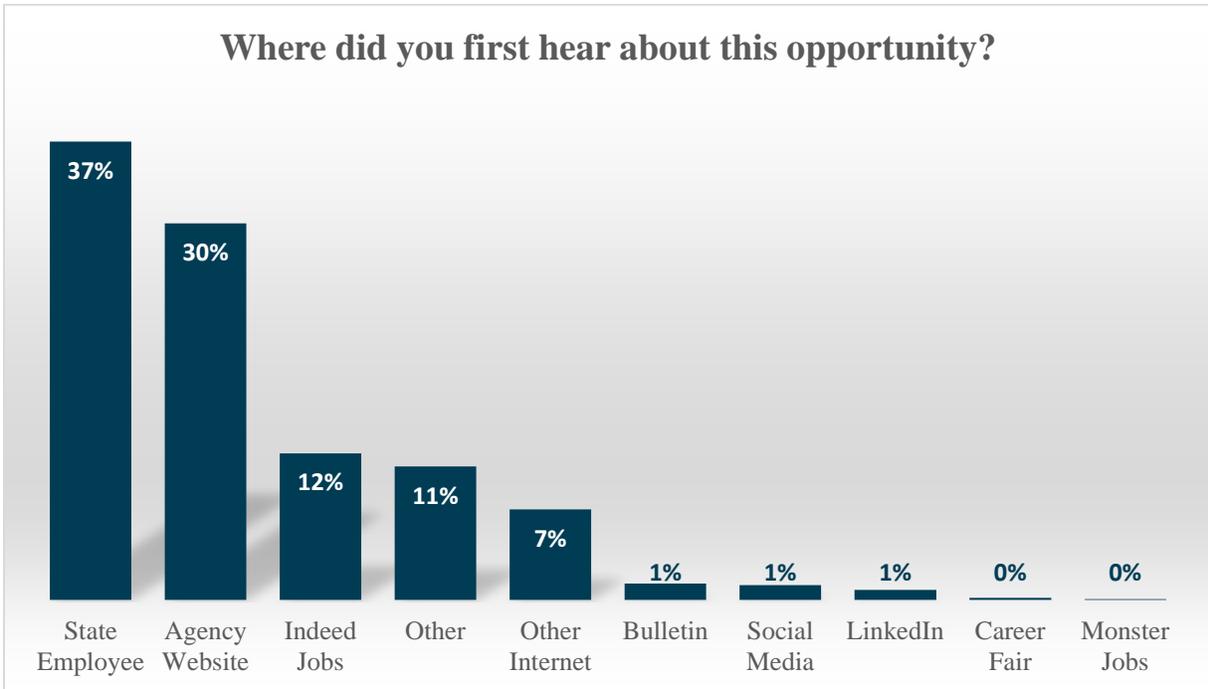
Over 3,600 hires were made using NEOGOV in FY 2021 with an offer acceptance rate of approximately 84%.<sup>52</sup>

<sup>52</sup> Percentage based on agencies who use job offer function in NEOGOV.

Ninety-three percent (93%) of those hired resided in Idaho, 2% in Washington, 1% in California, and 1% in Oregon.

Of those hired during FY 2021, 86% 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 2021, 6,655 new employees (classified and non-classified) were hired, with an average age of 37 (up from 33 in FY 2020). Fifty-two percent (52%) were female and 48% were male.

Of the new hires, 2,050 employees hired were classified, with an average age of 38. Of the classified new hires, 56% were female and 44% were male. Eighty-five percent (85%) were White or Caucasian, 10% were Hispanic, 1% were American Indian or Alaskan Native, 3% 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 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.

In collaboration with agency Human Resource Officers, DHR is designing a model focusing on statewide strategy, policy, and process development; agency talent acquisition, and state employee support services. The HR Modernization project is slated to be implemented January 2023, alongside the Human Capital Management (“HCM”) implementation (Phase II) of the Luma project.

### *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 January of 2023. Phase I includes Budget, Procurement, and Finance and is scheduled for implementation in July of 2022. The system will support DHR’s modernization efforts by providing automation of numerous HCM 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.

### *Innovation Office*

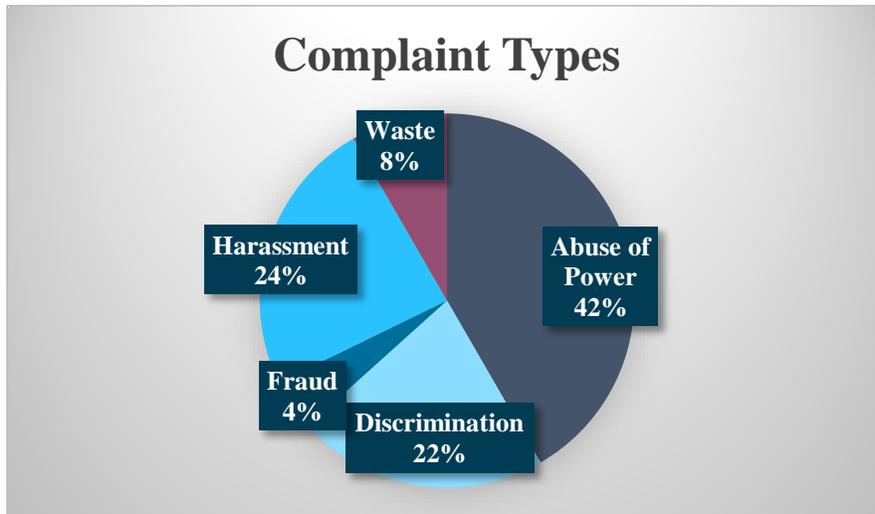
Although pay is a critical component of managing the State’s workforce, pay is not the only motivator that will ultimately attract and retain good talent. With a new generation entering the workforce, there are new opportunities to engage the younger generation for innovative practices in state government. The worker shortage is not anticipated to change soon, so the State must be prepared to innovate how work is done by seeking better use of technology, streamlined work practices, and improved use of digital tools. To better prepare for the changing needs of the State’s workforce and agency support needs, DHR is recommending the development of an Innovation Center within the State Personnel System to support and prioritize agency and program improvements. The Innovation Center will support state agencies in identifying strategies that will improve government practices, streamline workflows, and determine options for improvements that will reduce the need for more positions and look to improve government from an operational perspective. The Innovation Center will be a support to state agencies to make improvements in operations, processes, technology, and organizational structures that will improve their overall performance and maximize capacity and results for state employees.

## Employee Complaint Line

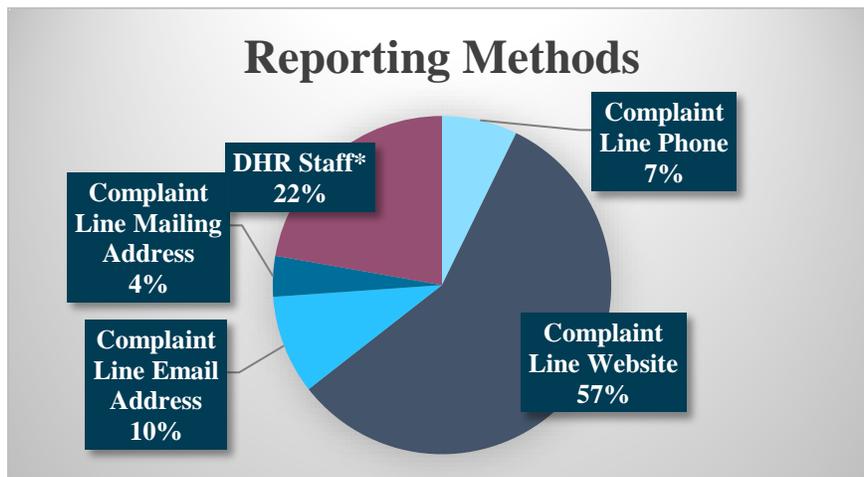
The State of Idaho Employee Complaint Line is a critical part of Governor Little’s efforts to protect the integrity of the State of Idaho and its employees. This complaint line went live July 1, 2019, providing state employees with an additional way to report instances of fraud, waste, abuse, and employment 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 2021, 182 complaints were received. Of those, only two (2) complaints were found to be outside of the complaint line parameters. Of the 180 complaints within the complaint line parameters, 37% 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*

### COVID-19 Vaccine Incentive Guidance

On June 14, 2021, Governor Little announced an incentive for state employees to receive the COVID-19 vaccine. The incentive included four (4) hours of paid time off for every state employee who received a full dose of the COVID-19 vaccine. As of November 12, 2021, over 6,800 employees have used the incentive.

### 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

The Health Matters State Employee Wellness Program is administered by DHR. All state employees are welcomed and encouraged to participate in Health Matters programming, regardless of their enrollment in state-sponsored benefits. The program utilizes designated wellness contacts within individual state agencies to help disseminate program information, promote resources and opportunities, and build a culture of well-being within their individual agencies.

The growing demand for accessible employee well-being resources and initiatives is evident by the increase in engagement in Health Matters offerings over the past fiscal year. In FY 2021, the Health Matters Program Specialist conducted 58 virtual health presentations for approximately 1,520 employees, exceeding the total number of participating employees in FY 2020 by 102.6%. The most requested presentation topics were stress management, burnout prevention, and general workplace wellness.

Participation in flu shot clinics slightly surpassed the previous year's record number. Between September 8 and October 18, 2021, 559 employees received their flu shot at one (1) of 10 clinics in the Treasure Valley and one (1) in Lewiston.

### Paid Time to Substitute Teach

In September of 2021, Governor Little announced he will provide qualified state employees paid time off to serve as substitute teachers. One of the leading challenges for Idaho schools to remain open and deliver in-person instruction is having an adequate number of substitute teachers and other school-based staff. To ensure Idaho kids have ongoing access to in-person learning, Governor Little approved the temporary benefit for qualifying state employees to receive paid time off to substitute teach in a K-12 Idaho School District.

This is a temporary benefit offered to state employees within the Executive Branch to support in-person learning during the COVID-19 pandemic.

The paid time off includes up to 16 hours every two (2) weeks, as approved by the employee's agency, to work as a substitute. As of November 12, 2021, 23 state employees have served as a substitute teacher in their local school district.

## *Employee Development*

### Certified Public Manager® Program

The Certified Public Manager® Program (“CPM®”) is a nationally accredited comprehensive management development program specifically designed to prepare managers for careers in government. As of October 2021, 677 employees have graduated from the program and hold the CPM® credential. The 2021-2023 CPM® program was open for enrollment in June of 2021.

The new cohort has 94 participants from state, city, and county entities. This cohort started virtual classes in October of 2021. Their anticipated graduation date is May 2023. The CPM program offers opportunities for state employees to develop the skills and experience necessary to prepare for supervisory or management experience in state government. The Idaho CPM® program continues to provide ongoing professional development opportunities through alumni activities. Each year the Idaho CPM® program holds an annual conference. Alumni activities continue to grow as several of Idaho Alumni have joined the American Academy of Certified Public Managers® and serve on the Board of Directors for this national professional association.

### 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 1,978 state employees. Through this program, DHR has offered a total of over 47,000 hours of professional development.

In FY 2021, DHR continued to offer a series of 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 2021, some forum topics included updates on Mental Health Awareness, The Extent of Governmental Power, Culture and Values, Workplace Topics Pre- and Post-COVID, the DHR Employee Complaint Line, Recruitment 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<sup>®</sup>, Crucial Accountability<sup>®</sup>, Getting Things Done<sup>®</sup>, Verbal Intervention<sup>®</sup>, 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 in conjunction with the ITS Information Security Team and Department of Administration, DHR contracted with Network Consulting Services for the KnowBe4 training platform.

In February of 2021, DHR deployed the third annual training campaign to more than 19,000 state employees focusing on security awareness topics such as setting safe passwords, environmental awareness, and social engineering.<sup>53</sup>

Monthly statewide phishing tests were deployed beginning 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 was deployed in October along with the State of Idaho's Cybersecurity Awareness month.

## *Recruitment and Retention*

### Telework and Flexibility

In today's job market, employees have grown to expect flexibility in the workplace. Depending on the job, telecommuting is one flex option the State offers employees. DHR has updated the statewide telecommuting policy, allowing employees to complete their daily work at home, in accordance with applicable laws and policies. DHR offers an online training module for teleworkers and their supervisors.

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<sup>53</sup> "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](http://www.oxfordlearnersdictionaries.com).

This training focuses on outlining work expectations, setting up regular communication events, and other tips on how to support and manage successful teleworking.

In March of 2021, DHR surveyed state agencies, to obtain feedback on agency employees telecommuting based on fulltime, hybrid (teleworking and working in the office) and fulltime in the office workers. The results reflected fulltime teleworkers at 24%, hybrid workers at 23% and fulltime in the office workers at 53%.

In October of 2021, DHR conducted a follow-up survey to identify the number of state employees teleworking in the same categories. The results reflected fulltime teleworkers at 5%, hybrid workers at 25% and workers in the office fulltime at 70%. Compared to March of 2021, fulltime teleworkers decreased 19%, hybrid workers increased 2%, and fulltime in the office workers increased 17%. In a time of difficult recruitment and retention challenges, telework and flexibility work schedules make it possible for working parents to return to the workforce, individuals living in rural areas to have more job opportunities in state government, and agencies to recruit outside of urban areas where housing prices and cost of living are becoming less affordable.

### *Employee Engagement*

To support state leadership in making informed strategic decisions about state employment opportunities, increasing retention, and improving overall employee performance, DHR will be proposing to the 2022 Legislature the need to administer employee engagement surveys. Engagement surveys would assist the State in assessing current employee engagement experiences and provide the opportunity to remedy major concerns when they are identified. Currently, DHR does not have a platform in place to easily conduct engagement surveys. When an employee leaves state employment, an exit evaluation may be conducted or if an employee has filed a formal complaint, DHR may become aware of employment concerns. These efforts are after the fact. DHR will be requesting a line item for FY 2023 for ongoing funding to procure an effective employee engagement platform which will allow the engagement of state employees to happen frequently. This will provide DHR and agency leaders the opportunity to mitigate issues early and strategize improvements to the State Personnel System.

### *Recruitment and Retention Bonuses*

In the past year, state agencies have experienced unprecedented difficulty in recruiting and retaining critical state positions. With the State's 19% turnover rate, it has been necessary for state agencies to provide recruitment and retention bonuses for employees in critical positions. Recruitment bonuses provide an additional incentive to prospective employees to accept state employment. These bonuses require a signed agreement of the new employee to remain employed with the State for a designated period or the bonus must be repaid. Recruitment bonuses are currently offered to Child Welfare/ Social Workers; Psychiatric Technicians; Registered Nurses ("RNs"); Correctional Officers ("COs"); Licensed Practical Nurses ("LPNs"); Rehabilitation Technicians; Utilities Analysts (Engineers); Auditors; Maintenance Craftsman; Cooks, Senior; Inspector 2; and Temporary Harvest Inspectors. Based on the agency, retention bonuses were provided to employees remaining in critical positions.

These positions include COs, Certified Nursing Assistants (“CNAs”), RNs, and LPNs. These bonuses are also subject to pay back if the employee leaves state employment before the agreed upon period.

In addition to pay initiatives, DHR is examining ways to reduce the time to hire and simplify the application process for critical, hard to fill classifications. The current hiring time averages 60 days. DHR is committed to cutting that time in half while still providing qualified applicants to hiring managers for consideration.

### *Pay Equity Adjustments*

Pay equity adjustments have been approved for existing state employees in hard to fill, hard to retain positions. This is a result of the employee not being paid equitably for their work when compared to job market demands. In some situations, certain classifications had to be added to payline exception to pay the employees a wage competitive with local job markets.

In these instances, the market rate was over the maximum of the position’s current pay grade. The five (5) classifications recently added to payline exception are RN, Senior; LPN; CNA, Senior; Nursing Services Director; and Recreation Assistant.

### *Classification and Compensation Study*

In the 2022 legislative session, DHR will be proposing a Classification and Compensation Study be conducted for the State’s Personnel System. The State’s classification and compensation structure is a critical component of recruitment and retention efforts. This year, DHR has placed five (5) additional classifications on payline exception and increased the pay grade of four (4) others<sup>54</sup> already on payline exception as the current pay grades do not appropriately compensate these positions.<sup>55</sup> Based on the recent shifts in the job market, this is an appropriate time to review the classification and compensation structure to ensure state jobs are being classified and paid appropriately.

The scope of the study would include review and revision of the State’s classification descriptions, minimum qualifications, and exams used for recruitment; review job evaluation methodology used to determine appropriate pay grades and pay schedules; and require recommendations for pay structure changes and anticipated impacts. The recommendations for job evaluation methodology and pay structure changes would be presented to the Legislature for consideration and approval. To complete this compensation and classification study, DHR will be requesting a FY 2022 supplemental supporting the development of an RFP and the selection of a highly competent contractor.

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<sup>54</sup> Dietary Aide, Sr.; Certified Nursing Assistant; Pharmacy Services Specialist; Physical Occupational Therapy Aide.

<sup>55</sup> Payline Exception/Specific Occupational Inequities, Appendix J.

## DHR RECOMMENDATIONS FOR FY 2023

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:

- 1) **Fund a 5% total CEC for permanent positions with the following components:**
  - a. **Salary Structure Adjustment:** Increase the salary structure by 2% and fully fund all employee movement to continue moving toward the market average. The estimated fiscal impact of this 2% across-the-board change for all employees is \$14,402,524 in the General Fund ("GF") and \$15,926,106 in other funds, for a total of \$30,328,630.<sup>56</sup>
  - b. **Merit Increase Component:** Increase the merit-based salary component by at least 3% administered in accordance with the State's merit-based pay system. The approximate cost of a 3% increase to the GF is \$21,603,786, and \$23,889,159 in other funds, for a total of \$45,492,945.<sup>56</sup>
- 2) **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 \$1,229,836. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary. See Appendix J.
- 3) **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.

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<sup>56</sup> Estimated costs do not reflect variable benefits. Costs are calculated from data retrieved from Luma and may cause some variances due to how the new system runs calculations. The data was pulled from the statewide request in Luma, and a multiplier was applied for the percentages.

## 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. During FY 2021, the average time to hire was 60 days. 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 back 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 2021, the average vacancy rate of agencies within the executive branch varied from 0% to 20%. The average time to fill a vacancy also varies by agency. For example, Public Health District 6 (Southeastern) averaged 23 days, while Fish & Game averaged 79 days.<sup>57</sup>

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<sup>57</sup> Average Time in Days to Hire by Agency, Appendix Y.

## *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.<sup>58</sup> 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.

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<sup>58</sup> 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>.

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.

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 except for the Public Health Districts. (Effective March 1, 2022, Public Health Districts will no longer be treated as state agencies.)

Of the \$1,463,305,005 of PC appropriated, executive agencies spent 0.8% on (planned and unplanned) ongoing employee raises<sup>59</sup> and 0.4% on (planned and unplanned) one-time employee stipends.<sup>60</sup> Total PC Expenditures accounted for 90.6% of the PC appropriated for FY 2021. Total PC transferred to other objects accounted for 2.6% of the PC appropriation. Of this 2.6%, 1.3% was transferred to Operating Expenditures (“OE”), 1.1% to Capital Outlay (“CO”), and 0.2% to Trustee/Benefit Payments.

Examples of how the 1.3% transferred to OE was used include: extraordinary expenses related to the covid pandemic (PPE, cleaning supplies, temporary labor to fill staffing shortages, and increased utility costs; computer life-cycle replacements; absorption of the ITS increase above what was appropriated; increase in office leases; replace OE reverted due to 5% holdback; office remodels; and enhancements to safety and security systems.

Examples of how the 1.1% transferred to CO was used include: computer equipment; expenses related to office remodel; road and other construction projects; replacement vehicles; broadcast equipment; and laboratory equipment.

Examples of how the 0.2% transferred to Trustee/Benefit Payments was used include: new pilot program for residential therapeutic care; and payment of forensic laboratory accreditation.

Of the \$1,463,305,005 of PC appropriated, executive agencies reverted 6.8%, with 1.2% of this identified as ongoing salary savings and 5.6% as one-time only salary savings.

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<sup>59</sup> Ongoing employee raises include merit, equity, and payline move pay adjustments.

<sup>60</sup> One-time employee stipends include bonuses, temporary merits, etc.

Examples of why the PC was reverted include: vacancies/turnover (including increased challenges in hiring and retaining employees); 5% holdback; hiring freeze; frozen CEC; and funds kept in reserve (also known as “cushion” needed) in the event of considerable vacation/overtime payouts and underfill completions.

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

	Executive Agencies		Executive Agencies + Participating Elected Officials <sup>61</sup>	
<b>PC Appropriation</b>	<b>\$1,447,599,305</b>		<b>\$1,463,305,005</b>	
<i>Amount spent on one-time bonuses (planned and unplanned bonuses included in total PC expenditures)</i>	\$4,992,578	0.3%	\$5,620,247	0.4%
<i>Amount spent on ongoing increases (planned and unplanned ongoing increases included in total PC expenditures)</i>	\$11,575,491	0.8%	\$11,595,712	0.8%
<b>Total PC spent (includes planned and unplanned PC expenditures)</b>	<b>\$1,313,560,816</b>	<b>90.7%</b>	<b>\$1,326,111,801</b>	<b>91.6%</b>
<i>Difference</i>	<i>\$134,038,489</i>	<i>9.3%</i>	<i>\$137,193,204</i>	<i>9.5%</i>
PC Transferred	\$37,410,921	2.6%	\$37,514,296	2.6%
PC Reverted	\$96,616,391	6.7%	\$99,667,731	6.9%
<i>Amount reverted identified as one-time only salary savings</i>	<i>\$78,510,659</i>	<i>5.4%</i>	<i>\$81,406,359</i>	<i>5.6%</i>
<i>Amount reverted identified as ongoing salary savings</i>	<i>\$18,105,594</i>	<i>1.3%</i>	<i>\$18,105,594</i>	<i>1.2%</i>

This reporting method did cause a significant administrative burden for agencies based on the considerable time it takes to compile the information. Because agencies use different tools to track this information (from excel spreadsheets to agency-specific information management systems), the administrative burden was not equitable across all agencies. Hopefully, the new ERP system, Luma will be able to overcome previous system limitations. Until then, DHR will continue to collect this information directly from agencies to comply with the amended statute.

<sup>61</sup> Participating Elected Officials include Office of the Governor, Office of the Lieutenant Governor, and the Superintendent of Public Instruction.

## 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 – Milliman State of Idaho Custom Compensation Survey

MILLIMAN REPORT  
**State of Idaho**  
**Custom Compensation Survey**  
Final Report  
October 2021



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## 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 4,000 employees within State classifications. The surveyed jobs are listed below.

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

**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 public and private sector organizations, at a roughly one to one ratio with slightly more private than public organizations. Forty (40) organizations replied to the survey. The custom survey participants are listed below.

SURVEY PARTICIPANTS	
Ada County   Boise, Idaho	Heritage Health   Hayden, ID
Amalgamated Sugar Company LLC   Boise, Idaho	Jacobs Engineering   Boise, ID
Basic American Foods   Idaho Falls, Idaho	Kootenai County   Coeur d'Alene, ID
Bingham Memorial Hospital   Blackfoot, Idaho	Kootenai Health   Coeur d'Alene, ID
Blue Cross of Idaho   Meridian, Idaho	Lewiston Independent School District No. 1   Lewiston, ID
Bonner General Health   Sandpoint, Idaho	Micron Technology, Inc.   Boise, ID
Bonneville County   Idaho Falls, Idaho	North Idaho College   Coeur d'Alene, 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. Luke's Health System   Boise, ID
City of Caldwell   Caldwell, ID	State of Montana   Helena, MT
City of Coeur d'Alene   Coeur d'Alene, ID	State of Nevada   Carson City, NV
City of Idaho Falls   Idaho Falls, ID	State of Oregon   Salem, OR
City of Lewiston   Lewiston, ID	State of Utah   Salt Lake City, UT
City of Meridian   Meridian, ID	State of Washington   Olympia, WA
City of Pocatello   Pocatello, ID	State of Wyoming   Cheyenne, WY
City of Spokane   Spokane, WA	The College of Idaho   Caldwell, ID
City of Twin Falls   Twin Falls, ID	Treasure Valley Family YMCA   Boise, ID
D&B Supply   Caldwell, ID	Twin Falls County   Twin Falls, ID
Delta Dental of Idaho   Boise, ID	Valley County   Cascade, ID

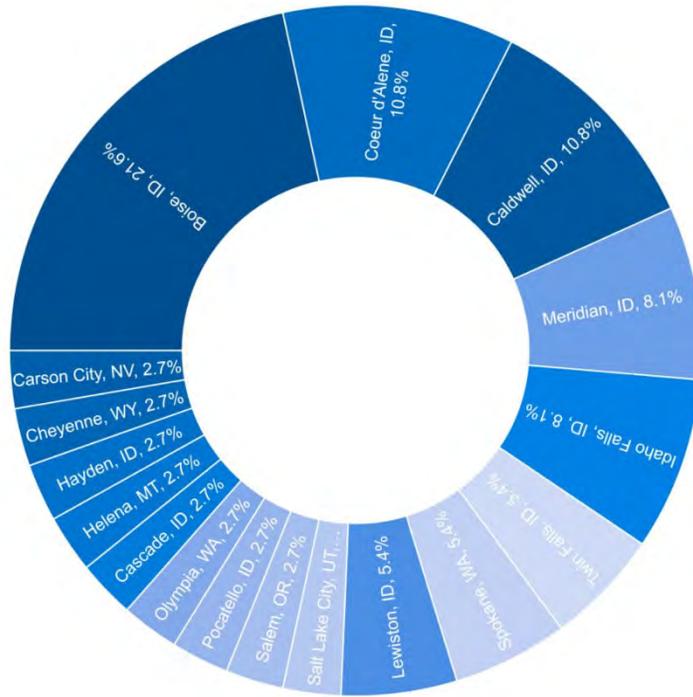
**DATA COLLECTION AND ANALYSES**

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.

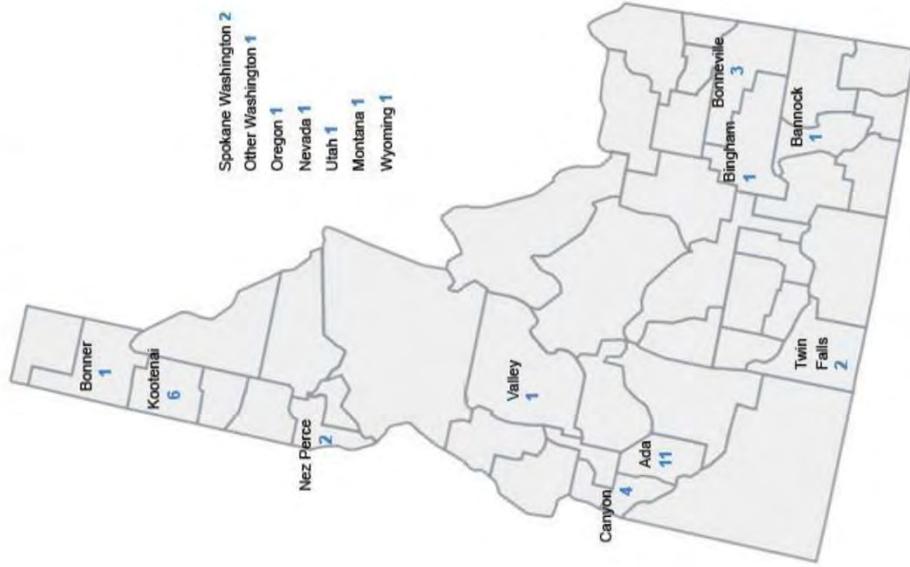
- Utilize third parties rather than exchanging pay information directly with market competitors.
- Ensure there are at least five data responses reported for benchmark percentiles (four responses are required to report average and median), with no individual participant's data representing more than 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 City



### Participants by County



**DATA EFFECTIVE DATE**

All data in this report are effective as of **August 1, 2021**. 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**

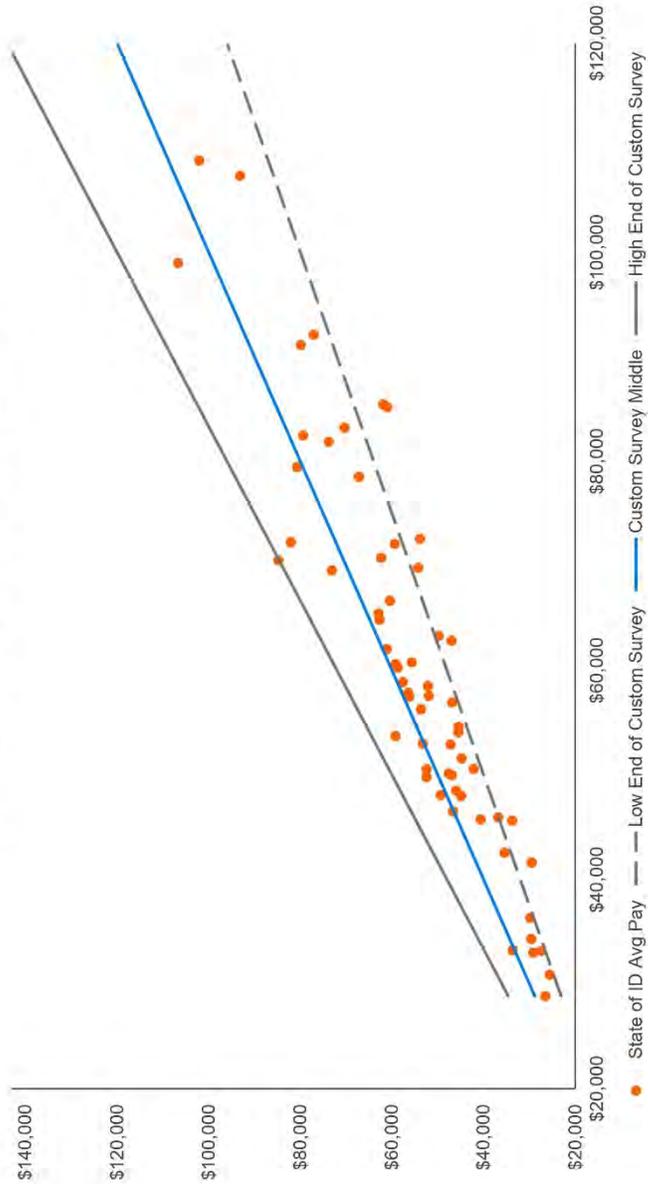
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 9% below the market median (the median is the statistical middle of the data set). This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 9% 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 (-9%) 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 9% 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



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 <sup>th</sup> %tile	The market salary level at which 25% of organizations pay below
Base Pay Median (50 <sup>th</sup> %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 <sup>th</sup> %tile	The market salary level at which 25% of organizations pay above
Pay Structure	The average and median values for the minimum and maximum of the pay structure (or the first and last step) the job is assigned to
State of Idaho Avg Base Pay	The average annualized base salary of incumbents in the job as of August 1, 2021
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	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
101	Accounting Technician	34	483	\$38,084	\$42,687	\$42,881	\$34,775	\$35,233	\$49,129	\$50,418	\$35,468	83%
102	Disability Claims Adjudicator	7	107	\$43,769	\$49,807	\$49,947	\$44,040	\$42,687	\$61,939	\$62,919	\$52,490	105%
103	Grants Officer	17	334	\$49,668	\$58,822	\$61,158	\$48,814	\$48,844	\$69,997	\$72,711	\$57,637	98%
105	Financial Management Analyst, Senior	13	491	\$57,193	\$69,580	\$74,364	\$55,000	\$57,508	\$73,924	\$83,950	\$73,145	105%
106	Budget Manager	23	129	\$76,521	\$91,139	\$92,979	\$69,992	\$74,352	\$105,144	\$109,828	\$79,902	88%
107	Finance Department Director	28	215	\$107,363	\$125,808	\$127,763	\$88,510	\$101,651	\$140,899	\$148,319	\$105,877	84%
108	Training Specialist	13	485	\$56,000	\$57,500	\$59,382	\$48,123	\$49,154	\$68,787	\$70,312	\$56,267	98%
110	Tax Auditor, Senior	12	261	\$54,255	\$64,873	\$70,499	\$60,431	\$68,756	\$88,769	\$89,320	\$62,768	97%
201	Desktop Support Technician	34	367	\$43,716	\$50,553	\$51,167	\$42,755	\$42,652	\$60,645	\$60,896	\$52,505	104%
202	Programmer/Analyst	22	837	\$60,453	\$69,835	\$70,446	\$57,078	\$56,172	\$83,335	\$83,501	\$54,287	78%
203	GIS Analyst	22	75	\$50,918	\$53,758	\$56,172	\$46,801	\$47,555	\$64,454	\$69,570	\$59,280	110%
204	Network Analyst	27	489	\$64,046	\$70,792	\$72,288	\$57,522	\$58,759	\$86,008	\$84,151	\$62,405	88%
205	Web Developer	17	332	\$63,761	\$75,223	\$70,503	\$57,947	\$57,653	\$83,377	\$88,487		
206	Database Analyst	21	424	\$68,336	\$81,801	\$80,283	\$64,078	\$64,433	\$93,545	\$97,220	\$73,837	90%
207	Information Systems Manager	31	112	\$100,150	\$107,340	\$106,288	\$88,400	\$84,686	\$123,406	\$125,547	\$93,149	87%
208	IT Security Analyst, Senior	19	222	\$74,964	\$85,481	\$87,234	\$68,914	\$68,649	\$99,108	\$100,984	\$61,975	73%
209	Software Engineer	19	335	\$75,934	\$85,198	\$85,313	\$62,991	\$66,745	\$93,461	\$102,739	\$60,995	72%
301	Receptionist	20	162	\$29,394	\$33,197	\$32,648	\$27,300	\$27,341	\$37,933	\$39,131	\$27,477	83%
302	Administrative Assistant	38	1,480	\$38,331	\$45,760	\$45,047	\$36,815	\$36,432	\$53,609	\$54,148	\$40,690	89%

MILLIMAN REPORT

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	BASE PAY			PAY STRUCTURE			STATE OF IDAHO		
				25TH %ILE	MEDIAN	AVG	MEDIAN MIN	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
303	Shipping/Receiving Specialist	14	235	\$33,332	\$36,351	\$38,120	\$29,640	\$30,962	\$43,707	\$44,358	\$29,890	82%
304	Customer Service Representative	23	1,314	\$29,640	\$33,018	\$34,386	\$29,770	\$29,294	\$41,809	\$42,527	\$29,172	88%
305	Office Support Specialist	24	2,669	\$31,164	\$34,321	\$35,024	\$30,069	\$30,983	\$43,325	\$44,270	\$29,673	86%
306	Office Support Supervisor	18	478	\$47,937	\$52,998	\$56,412	\$45,448	\$45,279	\$66,539	\$68,771	\$53,275	101%
307	Program Support Specialist	17	1,568	\$40,516	\$45,650	\$47,215	\$36,738	\$39,491	\$53,061	\$58,742	\$33,796	74%
308	Program Administrator	17	648	\$58,735	\$63,331	\$71,170	\$50,963	\$54,634	\$76,502	\$79,677	\$48,852	79%
309	Graphic Design Specialist	20	54	\$46,021	\$50,686	\$52,307	\$41,226	\$41,956	\$60,237	\$63,122	\$42,207	83%
310	Buyer	23	171	\$48,554	\$52,936	\$58,520	\$41,787	\$45,189	\$63,606	\$68,505	\$47,229	89%
311	Legal Assistant	22	496	\$43,126	\$46,541	\$48,368	\$39,185	\$39,733	\$55,670	\$57,176	\$46,708	100%
312	Public Information Specialist	13	61	\$43,880	\$54,642	\$53,113	\$43,371	\$43,185	\$63,833	\$62,401	\$45,483	83%
313	Public Information Officer	23	244	\$64,535	\$66,687	\$70,635	\$57,112	\$68,607	\$82,826	\$86,215	\$60,464	91%
314	Research Analyst	10	121	\$48,835	\$60,804	\$57,007	\$48,631	\$47,856	\$73,926	\$73,792	\$55,696	92%
315	Project Manager	20	106	\$71,915	\$79,473	\$84,534	\$62,899	\$66,451	\$94,325	\$101,710	\$80,704	102%
316	Library Assistant	13	60	\$29,713	\$33,232	\$32,421	\$29,328	\$28,994	\$40,747	\$39,925	\$33,667	101%
501	Custodian	25	450	\$29,129	\$30,897	\$31,613	\$26,643	\$26,308	\$37,032	\$37,435	\$25,629	83%
502	Maintenance Craftsman	26	367	\$39,053	\$41,663	\$43,942	\$37,440	\$37,347	\$53,243	\$51,660	\$29,542	71%
503	HVAC Technician	18	134	\$51,095	\$56,955	\$53,985	\$43,027	\$44,668	\$60,154	\$62,811	\$46,901	82%
504	Mechanic	23	255	\$44,382	\$48,099	\$48,587	\$39,882	\$39,492	\$57,179	\$56,550	\$49,386	103%
505	Roadway Maintenance Technician	12	1,788	\$42,395	\$48,515	\$49,323	\$40,539	\$41,191	\$53,108	\$58,547	\$46,036	95%
508	Parks & Recreation Manager	20	88	\$58,221	\$72,618	\$74,101	\$62,317	\$62,890	\$92,259	\$90,562	\$53,932	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	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
509	Carpenter	11	81	\$41,663	\$45,966	\$47,117	\$50,398	\$39,034	\$38,465	\$53,498	\$53,649	\$36,810	80%
510	Electrician	22	153	\$54,041	\$57,577	\$58,762	\$62,862	\$45,448	\$46,855	\$65,146	\$66,810	\$51,948	90%
511	Plumber	10	55	\$46,897	\$50,171	\$52,612	\$58,344	\$42,118	\$43,016	\$58,630	\$61,928	\$47,622	95%
512	Building Superintendent	18	49	\$55,455	\$62,866	\$64,602	\$70,845	\$55,120	\$53,808	\$77,654	\$77,361	\$47,024	75%
601	Dietary Aide	6	86	\$27,035	\$28,871	\$30,081	\$31,917	\$27,029	\$26,434	\$36,109	\$36,140	\$26,589	92%
602	Registered Dietitian	10	53	\$54,781	\$58,538	\$58,525	\$63,352	\$49,379	\$47,891	\$71,363	\$71,763	\$52,205	89%
603	Licensed Practical Nurse	13	735	\$43,683	\$47,993	\$50,174	\$57,484	\$39,867	\$40,683	\$58,630	\$58,930	\$44,952	94%
605	Registered Nurse	15	6,087	\$57,130	\$72,113	\$71,343	\$82,366	\$55,879	\$56,767	\$87,027	\$86,963	\$59,410	82%
606	Nurse Manager (RN)	13	467	\$85,003	\$92,123	\$96,251	\$116,146	\$72,379	\$73,796	\$110,718	\$109,961	\$77,126	84%
607	Welfare Services Technician	3	295									\$29,224	
608	Welfare Clinician	5	70	\$60,110	\$60,280	\$67,123	\$70,715	\$51,467	\$49,232	\$69,327	\$69,698	\$58,757	97%
611	Health Education Specialist	7	244	\$51,536	\$54,110	\$57,583	\$63,830	\$45,601	\$47,177	\$67,684	\$70,297	\$45,544	84%
612	Health Program Manager	3	5									\$60,558	
701	Correctional Officer	12	7,190	\$43,808	\$51,617	\$50,200	\$55,041	\$41,709	\$41,342	\$58,410	\$58,731	\$44,872	87%
702	Probation/Parole Officer	12	1,087	\$49,218	\$49,999	\$53,335	\$52,522	\$43,769	\$43,836	\$61,438	\$63,923	\$46,985	94%
703	Social Worker	14	2,226	\$48,009	\$56,304	\$55,740	\$59,945	\$47,111	\$47,742	\$70,931	\$71,631	\$53,701	95%
705	Correctional Lieutenant	12	301	\$65,165	\$78,539	\$77,967	\$85,834	\$51,413	\$64,799	\$85,587	\$89,070	\$67,244	86%
706	Correctional Manager	7	16	\$68,800	\$72,286	\$85,643	\$96,463	\$69,202	\$78,606	\$98,142	\$107,279	\$82,123	114%

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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	AVG MIN	MEDIAN MAX	AVG MAX	AVG BASE PAY	% OF MEDIAN BASE
707	Fish & Game Officer, Senior	5	249	\$54,406	\$62,056	\$61,778	\$66,782	\$51,467	\$50,427	\$74,996	\$75,230	\$61,164	98%
708	Police Officer	21	3,310	\$55,335	\$60,634	\$63,246	\$73,811	\$48,828	\$48,450	\$75,804	\$75,626	\$59,230	96%
709	Police Captain	21	117	\$93,582	\$99,022	\$106,496	\$117,616	\$93,600	\$96,459	\$110,011	\$119,475	\$106,740	108%
803	Scientist	5	359	\$50,689	\$65,480	\$70,410	\$74,835	\$52,021	\$59,884	\$75,731	\$92,441	\$62,969	96%
804	Chemist, Senior	10	115	\$54,243	\$57,883	\$63,390	\$69,692	\$49,556	\$49,697	\$74,402	\$75,694	\$56,500	98%
805	Forensic Scientist, Senior	8	168	\$65,615	\$70,551	\$73,756	\$73,105	\$58,396	\$61,143	\$66,131	\$84,488	\$64,822	120%
808	Engineer (Technical)	13	918	\$65,364	\$82,492	\$83,779	\$97,698	\$59,062	\$62,505	\$96,695	\$98,784	\$79,456	96%
809	Engineer (Civil)	19	408	\$72,814	\$83,235	\$85,093	\$92,950	\$62,743	\$64,135	\$91,905	\$94,831	\$70,437	85%
810	Engineering Manager	17	336	\$95,793	\$108,762	\$111,167	\$123,334	\$89,967	\$87,947	\$128,499	\$135,461	\$102,100	94%

**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	\$1,936.9M	\$121.8M	\$2,861.4M	\$110.2M	\$301.2M	\$138.0M
Number of FTEs	5,560	852	7,491	755	2,249	1,084
Standard hours per year	2,066	2,080	2,055	2,080	2,080	2,080
Average Percent of Base Pay Increase Budget, 2019	2.7%	3.0%	2.6%	3.0%	2.8%	3.0%
Average Percent of Base Pay Increase Budget, 2020	2.6%	3.0%	2.4%	3.0%	2.7%	3.0%
Average Percent of Base Pay Increase Budget, 2021	2.2%	2.3%	1.8%	2.0%	2.9%	3.0%
Average Percent of Base Pay Increase Budget, 2022 Projected	2.8%	3.0%	2.6%	3.0%	3.0%	3.0%
Percent Increase to Salary Structure, 2019	1.8%	2.0%	1.6%	1.5%	2.3%	2.7%
Percent Increase to Salary Structure, 2020	1.8%	2.3%	1.6%	2.0%	2.1%	2.5%
Percent Increase to Salary Structure, 2021	2.0%	2.0%	1.6%	1.8%	2.9%	2.5%
Percent Increase to Salary Structure, 2022 Projected	2.3%	2.2%	2.0%	2.1%	3.0%	3.0%
	<b>YES</b>		<b>% WITHIN PUBLIC SECTOR</b>		<b>% WITHIN PRIVATE SECTOR</b>	
Utilize Cost of Living Adjustments	20		70%		30%	
Utilize Market Based Adjustments	22		55%		45%	
Utilize Performance (Merit) Based Adjustments	16		38%		63%	
Utilize Competency Based Adjustments	5		20%		80%	
Utilize Step Increases	23		74%		26%	
Shift Differential Pay	25		68%		32%	
Longevity Pay	17		82%		18%	
Multiple Salary Structures	27		78%		22%	
Professional Certification Pay	25		60%		40%	

**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, 2021. 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
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

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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 25, 2021** 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, 2021. 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, 2021).

**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	Clearwater 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	Hecia 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
Broullim'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.	Melaleuca Inc	Treasure Valley YMCA
Clearwater Analytics, LLC	Micron Technology, Inc.	Trinity Health
Cradlepoint, Inc.	Monsanto Company	Tsheets (Intuit)
Deaconess Hospital	Mountain View Hospital, LLC	US Bank
Delta Dental of Idaho	Norco	US Ecology
Dickinson Frozen Foods Inc	ON Semiconductor	Vacasa
Eastern Idaho Health Services	Personnel Plus Inc	Valley Hospital
ESI Construction	Portneuf Medical Center	WDS Global
Fisher's Technology	POWER Engineers, Incorporated	Wells Fargo Bank
Glanbia Foods	PRECO Electronics	West Valley Medical Center
Golden Valley Natural	Providence Holy Family Hospital	WinCo Foods
	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	2019	2020	2021	2022 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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
<b>101</b>	<b>Accounting Technician</b> 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.
<b>102</b>	<b>Disability Claims Adjudicator</b> 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.
<b>103</b>	<b>Grants Officer</b> 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.
<b>105</b>	<b>Financial Management Analyst, Senior</b> 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.
<b>106</b>	<b>Budget Manager</b> 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	<b>Finance Department Director</b>	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.	Typically requires a Bachelor's degree and director level experience.
108	<b>Training Specialist</b>	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.	Typically requires a Bachelor's degree and one to two years of relevant work experience
110	<b>Tax Auditor, Senior</b>	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.	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	<b>Desktop Support Technician</b>	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.	Typically requires an Associate's degree and one to two years of relevant work experience.
202	<b>Programmer/Analyst</b>	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.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
203	<b>GIS Analyst</b>	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.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

204	<b>Network Analyst</b>	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	<b>Web Developer</b>	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	<b>Database Analyst</b>	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	<b>Information Systems Manager</b>	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	<b>IT Security Analyst, Senior</b>	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	<b>Software Engineer</b>	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.

301	<b>Receptionist</b>	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	<b>Administrative Assistant</b>	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	<b>Shipping/Receiving Specialist</b>	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	<b>Customer Service Representative</b>	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	<b>Office Support Specialist</b>	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	<b>Office Support Supervisor</b>	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	<b>Program Support Specialist</b>	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.

308	<b>Program Administrator</b>	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	<b>Graphic Design Specialist</b>	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	<b>Buyer</b>	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	<b>Legal Assistant</b>	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	<b>Public Information Specialist</b>	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	<b>Public Information Officer</b>	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	<b>Research Analyst</b>	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	<b>Project Manager</b>	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	<b>Library Assistant</b>	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	<b>Custodian</b>	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	<b>Maintenance Craftsman</b>	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	<b>HVAC Technician</b>	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	<b>Mechanic</b>	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	<b>Roadway Maintenance Technician</b>	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.

508	<b>Parks &amp; Recreation Manager</b>	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.	Typically requires a Bachelor's degree and management level experience.
509	<b>Carpenter</b>	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.	Typically requires four years of relevant work experience.
510	<b>Electrician</b>	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.	Typically requires state licensure as a Journeyman Electrician and two years of relevant work experience.
511	<b>Plumber</b>	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.	Typically requires state licensure as a Journeyman Plumber and six months of relevant work experience.
512	<b>Building Superintendent</b>	Plans, directs, and performs repair and maintenance of a large building or a complex of smaller buildings. Supervises and trains staff.	Typically requires two years of relevant work experience.
601	<b>Dietary Aide</b>	Applies dietary guidelines and prepares food under supervision. Cleans and sanitizes cooking utensils. Prepares records and reports.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
602	<b>Registered Dietitian</b>	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.	Typically requires registration as a Dietitian with the American Dietetic Association and state licensure by the Board of Medicine.
603	<b>Licensed Practical Nurse</b>	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.	Requires licensure to practice as a Practical Nurse.

605	<b>Registered Nurse</b>	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.	Requires licensure to practice as a Registered Nurse.
606	<b>Nurse Manager (RN)</b>	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.	Requires licensure to practice as a Registered Nurse and one year of relevant supervisory experience.
607	<b>Welfare Services Technician</b>	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.	Typically requires a high school diploma and six months of relevant work experience.
608	<b>Welfare Clinician</b>	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.	Typically requires a Master's degree and one year of relevant work experience.
611	<b>Health Education Specialist</b>	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.	Typically requires a Bachelor's degree and one year of relevant work experience.
612	<b>Health Program Manager</b>	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.	Typically requires a Bachelor's degree and two to three years of relevant work experience.

701	<b>Correctional Officer</b>	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	<b>Probation/Parole Officer</b>	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	<b>Social Worker</b>	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	<b>Correctional Lieutenant</b>	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	<b>Correctional Manager</b>	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	<b>Fish &amp; Game Officer, Senior</b>	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	<b>Police Officer</b>	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	<b>Police Captain</b>	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	<b>Scientist</b>	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 affect 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	<b>Chemist, Senior</b>	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	<b>Forensic Scientist, Senior</b>	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	<b>Engineer (Technical)</b>	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.

**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.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and three to four years of relevant work experience.

**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.

Typically requires a Bachelor's degree, licensure as a Professional Engineer and management level experience.



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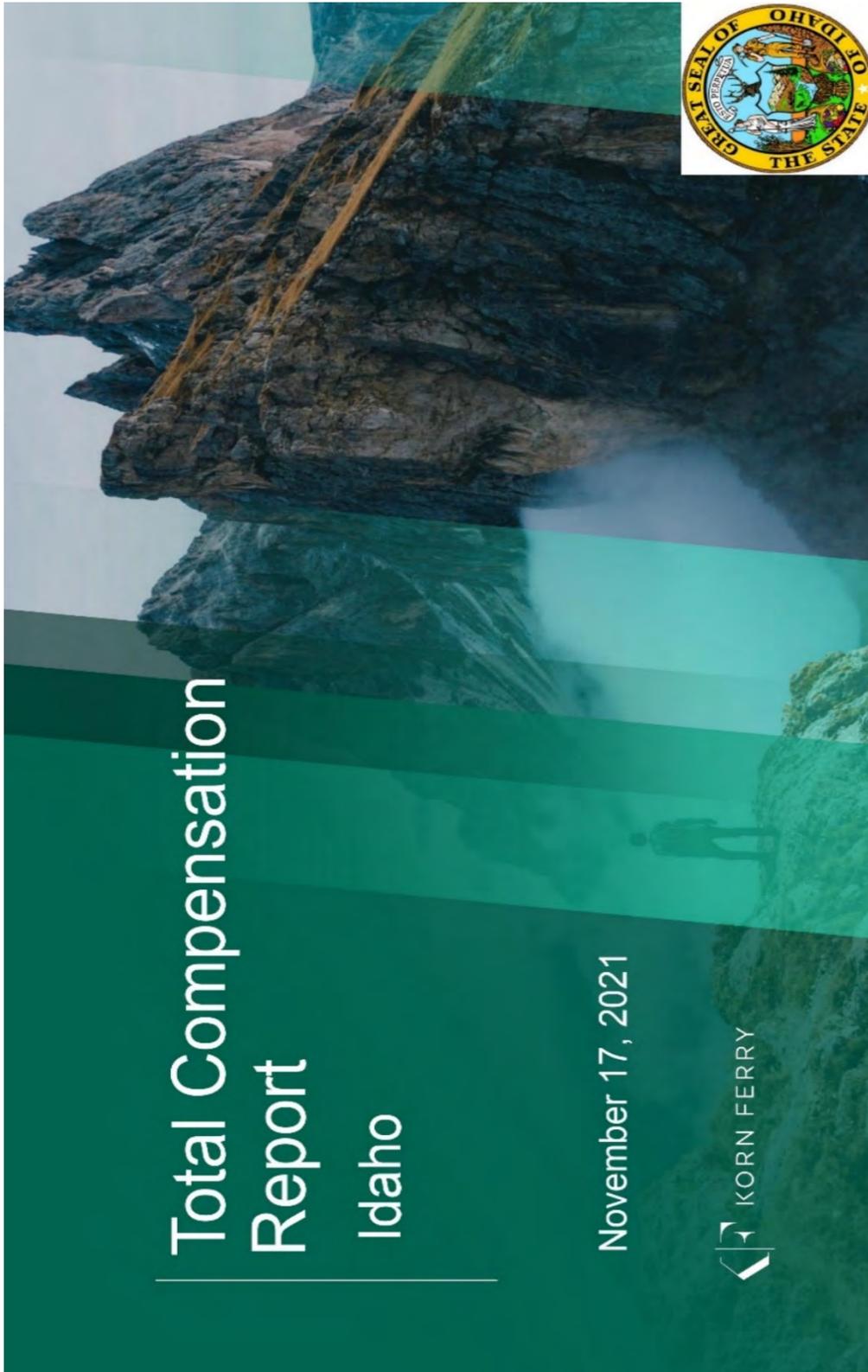
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Appendix C – Korn Ferry Total Compensation Report



## Contents & Objectives

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3	BENEFITS MARKET COMPETITIVENESS	10
4	TOTAL COMPENSATION MARKET COMPETITIVENESS	30
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The Idaho requested an update of the total compensation analysis last conducted in 2019. Specifically, Korn Ferry was asked to do the following:

- ✓ Compile salary market analysis results from published, custom and KF survey sources
- ✓ Conduct benefits market analysis
- ✓ Determine total compensation market position
- ✓ Support CEC report updates
- ✓ Present findings to legislative committee in January 2022





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# 1 Process & Methodology



## Process & Methodology

The following survey sources were used to compare average pay for the State's 230 classifications to the market:

- Several survey sources were compiled and provided to Korn Ferry by the State:
  - Western Management Group (July 1, 2021)
  - Northwest Healthcare Survey (January 1, 2021)
  - Northwest Management Professional Survey (May 1, 2021)
  - Northwest Engineering, Science, and Project Management Survey (May 1, 2021)
  - Northwest IT Survey (June 1, 2021)
  - NCASG – 9 States in Relevant Labor Market, MT, UT, WY, OR, WA, CO, NM, AZ, NV (July 1, 2021)
- Korn Ferry combined these sources with its own data:
  - Korn Ferry General Market (May 2021) – adjusted for cost of labor in Idaho\*
- The above salary data are projected to January 1, 2022, using a 3.0% annual rate
- The State also provided the results of the Milliman custom salary survey of employers in Idaho
  - The survey included 66 classifications, covering approximately 4,000 employees (30% of the classified workforce). Not all of the 66 classifications are aligned to the 230 benchmark classifications
  - Survey responses came from 40 organizations, 60% of which are public sector (States, Counties, Cities, Colleges and School Districts)
  - The custom survey is effective August 1, 2021, but for purposes of reporting results in this report, the data have also been aged to January 1, 2022

\* Cost of labor is determined using Economic Research Institute statistics regarding pay levels based on geographic area. Cost of labor is different than cost of living, which only reflects the supply and demand for goods and services in a geographic area which are influenced by factors that are often independent of local wages

## Process & Methodology (continued)

The following comparator markets from Korn Ferry's database were used for the 2021 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



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## 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 improved relative to the both public and private sector markets compared to 2019

Cash Area	Idaho vs. Private Sector Market Average		Idaho vs. Public Sector Market Average		Idaho vs. Custom Survey Market Median	
	2019	2021	2019	2021	2019	2021
Actual Base Salaries	-26.2%	-26.1%	-12.4%	-7.6%	-11.2%	-9.2%
Base Salary Policy	-21.5%	-19.7%	-6.7%	0.1%	N/A	N/A

- Private Sector market movement was slightly lower than average pay movement for the State, while Public Sector market was down year over year
- With a 2.5% increase to Midpoints per year, Idaho's policy is more competitive compared to last year
- The Private Sector and Public Sector results are based on KF's analysis of external survey data provided and compiled by the 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
- Public sector market is down about 5% since 2019



## Salary Market Competitiveness

To compare the competitiveness of total compensation, the Private Sector and Public Sector salary data was 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 12,713, or 60% 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 Weighted Salary	Private		Public	
	#	%		Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff
V	3	0.0%	\$242,958	N/A	N/A	\$220,837	10%
R	3	0.0%	\$131,456	\$156,063	-16%	N/A	N/A
Q	13	0.2%	\$116,608	\$165,399	-29%	\$111,103	5%
P	99	1.3%	\$96,297	\$145,832	-34%	\$108,448	-11%
O	134	1.7%	\$89,492	\$127,975	-30%	\$97,918	-9%
N	278	3.6%	\$79,414	\$111,311	-29%	\$87,284	-9%
M	793	10.4%	\$68,205	\$95,038	-28%	\$68,515	0%
L	1307	17.1%	\$58,441	\$79,706	-27%	\$63,857	-8%
K	1028	13.4%	\$50,399	\$68,799	-27%	\$55,732	-10%
J	787	10.3%	\$43,996	\$59,148	-26%	\$44,373	-1%
I	1333	17.4%	\$42,814	\$51,746	-17%	\$48,342	-11%
H	1260	16.4%	\$34,662	\$44,304	-22%	\$39,856	-13%
G	373	4.9%	\$30,393	\$39,008	-22%	\$36,635	-17%
F	64	0.8%	\$28,164	\$37,953	-26%	\$39,227	-28%
E	186	2.4%	\$25,665	\$32,238	-20%	\$29,157	-12%
Overall	7661	100.0%			-26.1%		-7.6%

### Policy

Idaho Annual Policy Wage	Private		Public	
	Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff
\$197,621	N/A	N/A	\$220,837	-11%
\$120,099	\$156,063	-23%	N/A	N/A
\$108,264	\$165,399	-35%	\$111,103	-3%
\$98,363	\$145,832	-33%	\$108,448	-9%
\$89,939	\$127,975	-30%	\$97,918	-8%
\$82,992	\$111,311	-25%	\$87,284	-5%
\$75,109	\$95,038	-21%	\$68,515	10%
\$66,456	\$79,706	-17%	\$63,857	4%
\$58,843	\$68,799	-14%	\$55,732	6%
\$52,562	\$59,148	-11%	\$44,373	18%
\$46,613	\$51,746	-10%	\$48,342	-4%
\$39,915	\$44,304	-10%	\$39,856	0%
\$34,674	\$39,008	-11%	\$36,635	-5%
\$30,514	\$37,953	-20%	\$39,227	-22%
\$27,102	\$32,238	-16%	\$29,157	-7%
		-19.7%		0.1%

# 3 Benefits Market Competitiveness



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## Total Benefits

### Benefits Market Competitiveness

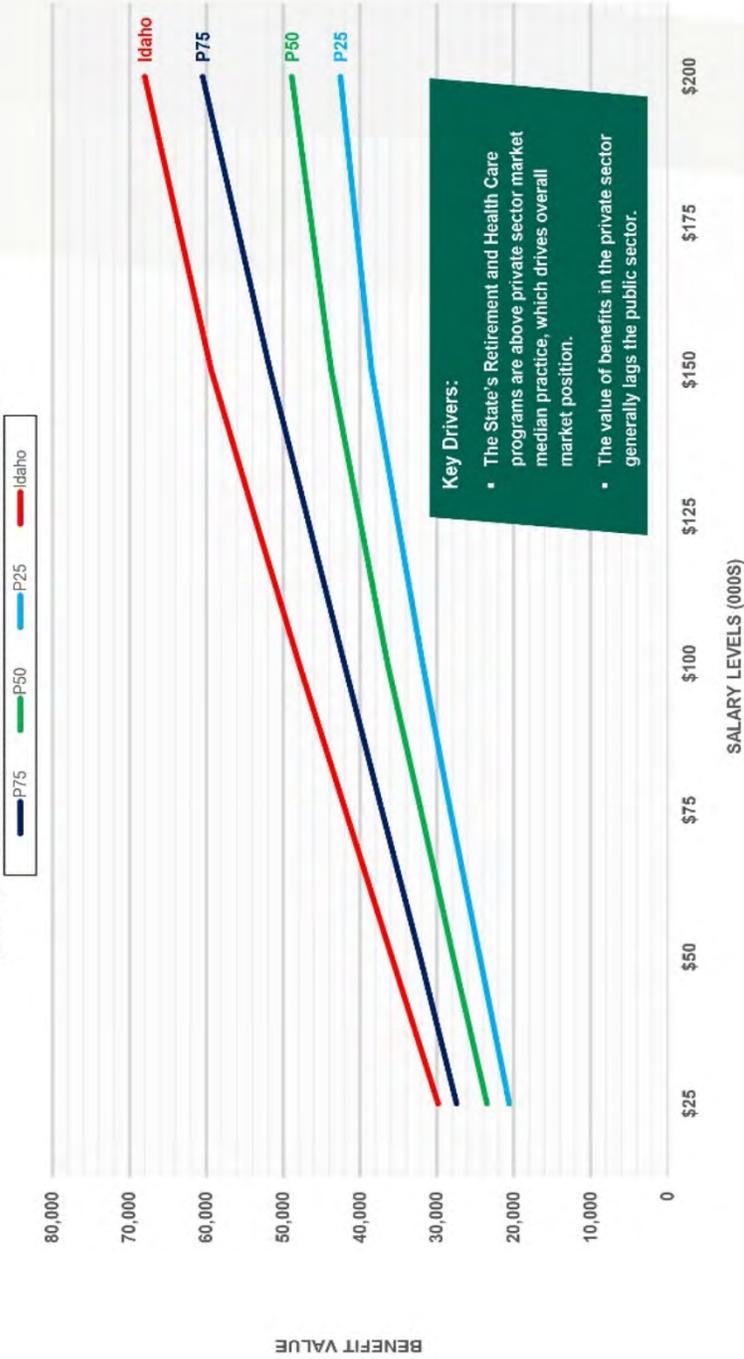
- The State's current overall competitive market position for benefits is consistent with the 2019 market position

Benefit Area	Idaho vs. Private Sector Market		Idaho vs. Public Sector Market	
	2019	2021	2019	2021
<b>Total Benefits</b>	P75	> P75	P25-P50	~ P50
<b>Retirement</b>	> P75	> P75	~ P50	~ P50
<b>Health Care</b>	> P75	> P75	< P50	~ P50
<b>Disability</b>	P75	> P75	> P75	> P75
<b>Life Insurance</b>	P50	~ P50	P75	> P75

- The State's total benefits market position relative to the private sector increased mainly because the decline in market values for retirement by employers, and the higher maximum limit for Idaho's long-term disability (LTD) plan
- The State's total benefits market position relative to the public sector also slightly increased driven by the higher maximum limit for Idaho's LTD plan
- Charts and tables in this section illustrate the State's market position and highlight the key drivers of benefits program value for the State

# Total Benefits

Idaho vs. Private Sector - Total Benefits

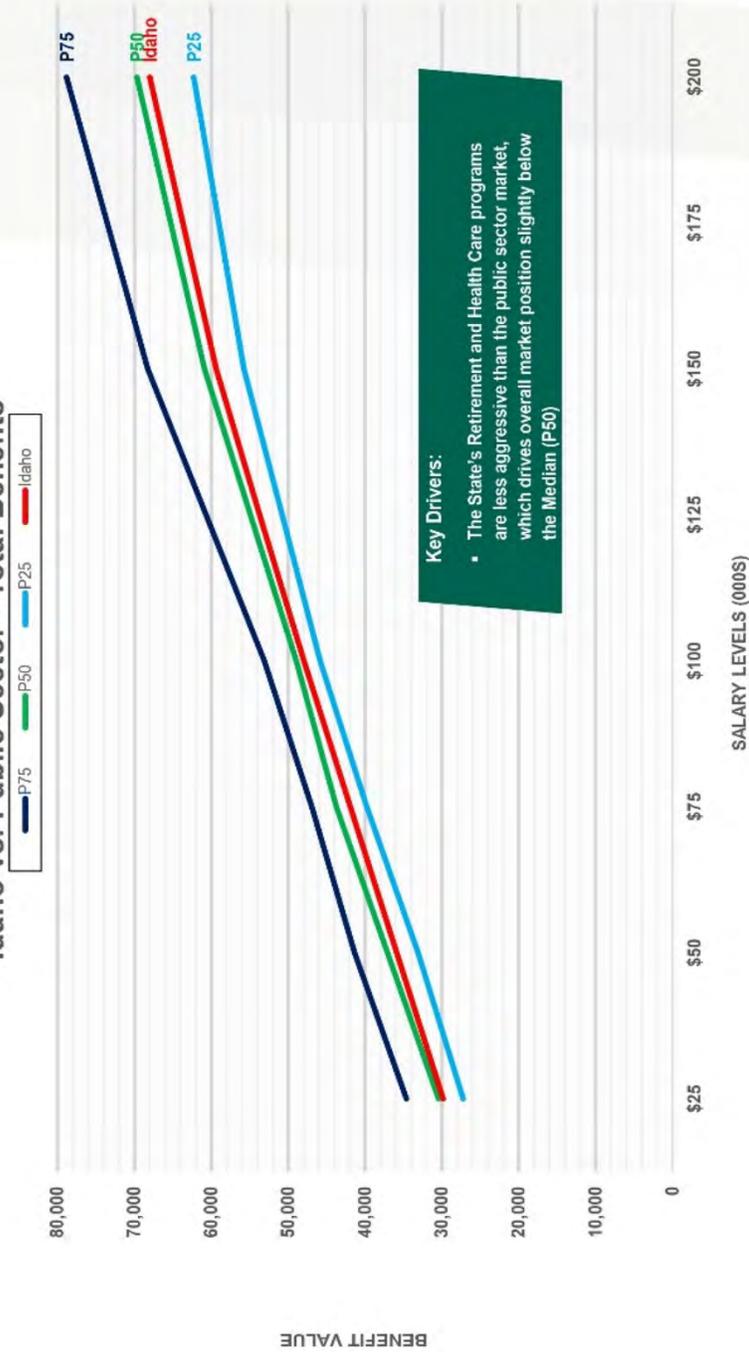


**Key Drivers:**

- The State's Retirement and Health Care programs are above private sector 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)

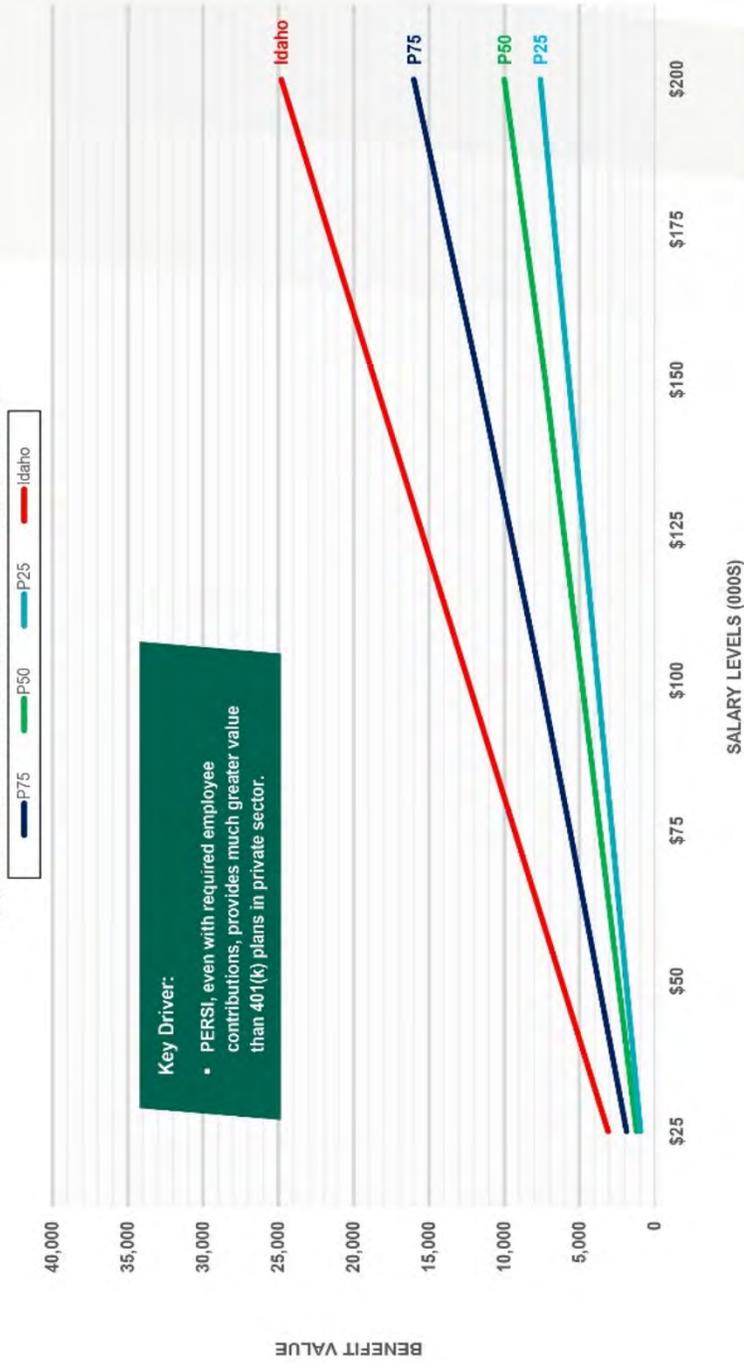


## Benefits Review – Retirement

Retirement	Key Findings
Idaho	<ul style="list-style-type: none"> <li>▪ The State continues to provide employees with a defined benefit (DB) retirement program:                             <ul style="list-style-type: none"> <li>• DB formula = 2% x highest 4 years pay x years of service                                     <ul style="list-style-type: none"> <li>○ Employee contribution of 7.16%, up from 6.79%</li> <li>○ Fully vested after 5 years</li> <li>○ Guaranteed COLA based on CPI</li> <li>○ Reduced early retirement at age 55 – 6% per year</li> </ul> </li> </ul> </li> <li>▪ Employees may make contributions to a 401(k) or 457 plan provided by the State. The State does not make any contributions to these plans</li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ Defined Benefit DB plans are not common in the Private Sector (only 10%), however, they remain very prevalent with the Public Sector (84%)</li> <li>▪ While not highly common, the value of DB plans is higher in the private sector, as companies do not typically require employee contributions, while in the public sector employee contributions are more prevalent</li> <li>▪ 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</li> <li>▪ 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</li> </ul>
Private = > P75	<ul style="list-style-type: none"> <li>▪ The State's DB plan continues to be competitive when compared to the Private Sector, where DB plans are not prevalent</li> </ul>
Public = ~ P50	<ul style="list-style-type: none"> <li>▪ 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%)</li> </ul>

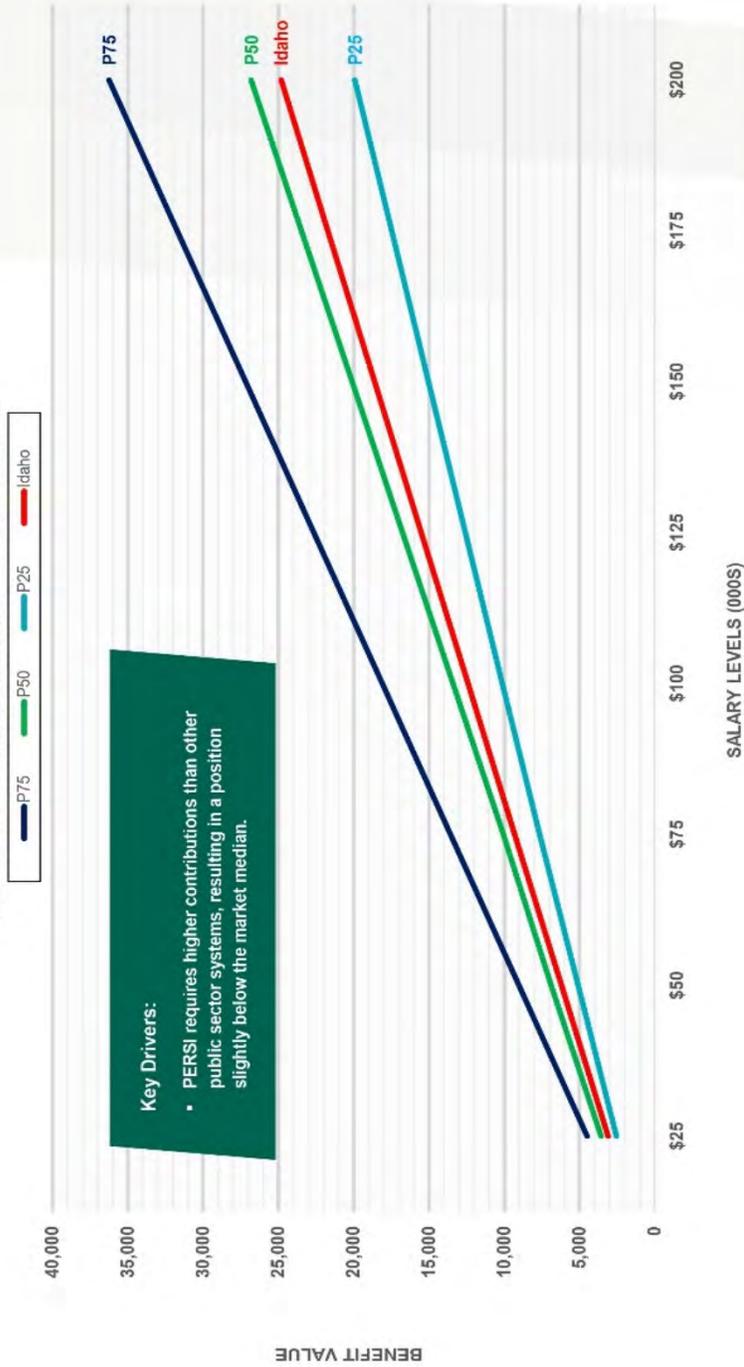
# Retirement

## Idaho vs. Private Sector - Retirement



# Retirement

## Idaho vs. Public Sector - Retirement



**Key Drivers:**

- PERSI requires higher contributions than other public sector systems, resulting in a position slightly below the market median.

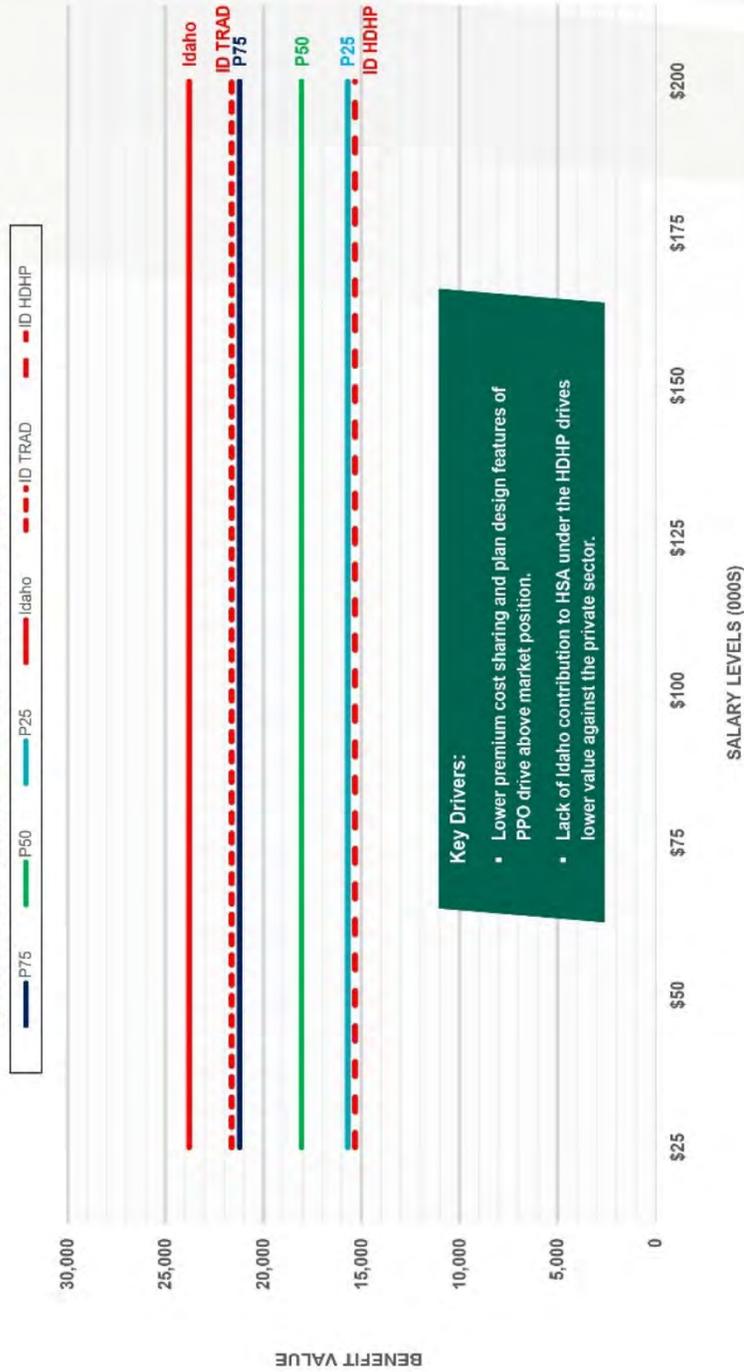


## Benefits Review – Health Care

Health Care	Key Findings
<p><b>Idaho</b></p>	<ul style="list-style-type: none"> <li>▪ The Idaho provides employees with three (3) Medical/Rx plan options:                             <ul style="list-style-type: none"> <li>• The PPO is the prevalent plan; with employee contributions of 6% for single coverage and 21% for family coverage</li> <li>• The PPO has low deductibles (\$350/\$950) and out-of-pocket limits (\$3,250/\$6,750), with 15% coinsurance for In-Network services</li> <li>• The HC value is enhanced by the 2-month premium holiday recently provided to employees</li> </ul> </li> <li>▪ The State also provides dental coverage, with employee cost-share of 35% for single coverage and 80% for family coverage. The State's dental plan provides coverage of 100% for preventive, 80% for basic, and 50% for major services</li> <li>▪ Vision coverage is bundled under the medical plan and included in the medical premiums</li> </ul>
<p><b>Market</b></p>	<ul style="list-style-type: none"> <li>▪ A PPO (83%) is the prevalent plan type in the Private Sector Market. Plan design features have remained consistent                             <ul style="list-style-type: none"> <li>• Median deductible of \$750/\$2,000, out-of-pocket max of \$3,000/\$6,500 and 20% coinsurance</li> <li>• HDHPs are offered by 61% of the market. HDHPs are the most prevalent for 28% of the market</li> <li>• Employees pay approximately 20-30% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> <li>▪ A PPO is the prevalent plan type in the Public Sector Market                             <ul style="list-style-type: none"> <li>• Median deductible of \$750/\$1,500, out-of-pocket maximum of \$3,000/\$6,000 and 15% coinsurance</li> <li>• Employees pay approximately 15-25% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> </ul>
<p><b>Private = &gt; P75</b></p>	<ul style="list-style-type: none"> <li>▪ The State is more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance)</li> </ul>
<p><b>Public = ~ P50</b></p>	<ul style="list-style-type: none"> <li>▪ The State's 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</li> </ul>



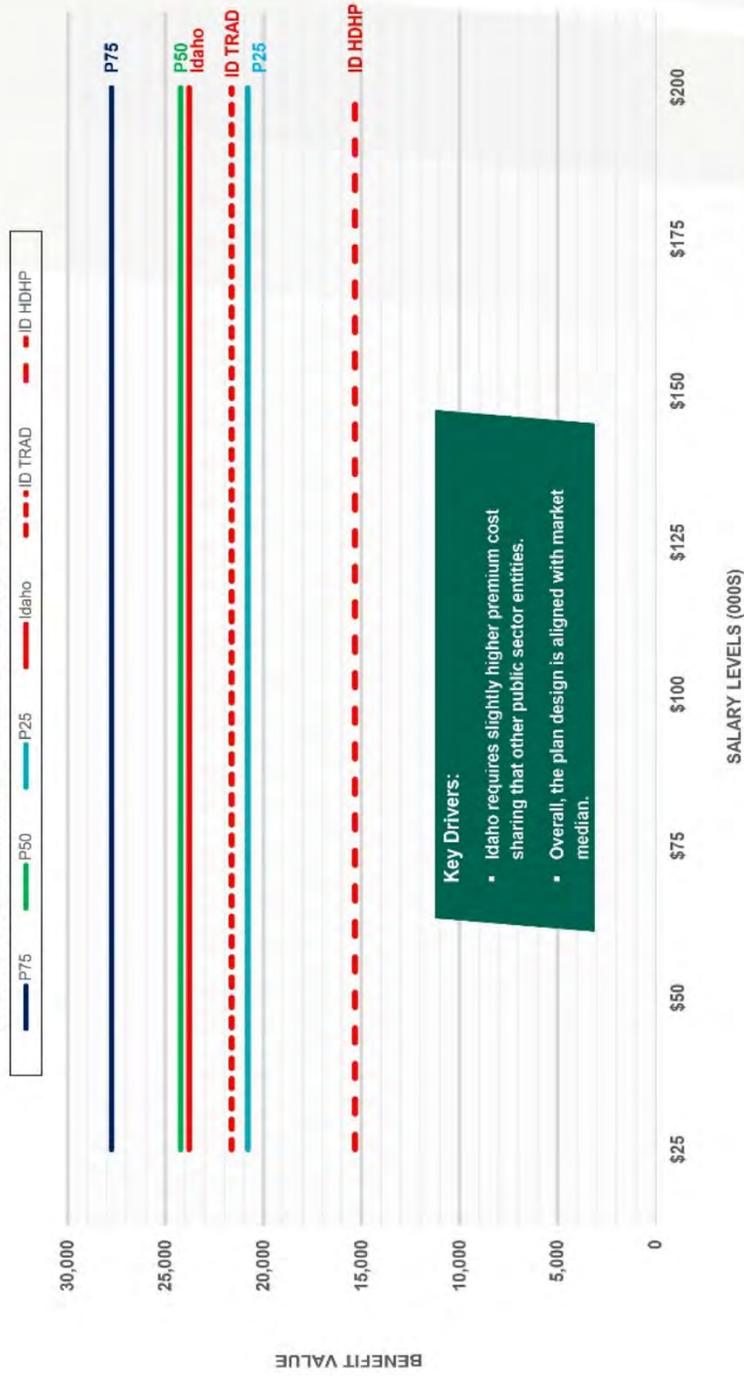
### Idaho vs. Private Sector - Health Care



**Key Drivers:**

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

### Idaho vs. Public Sector - Health Care



**Key Drivers:**

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

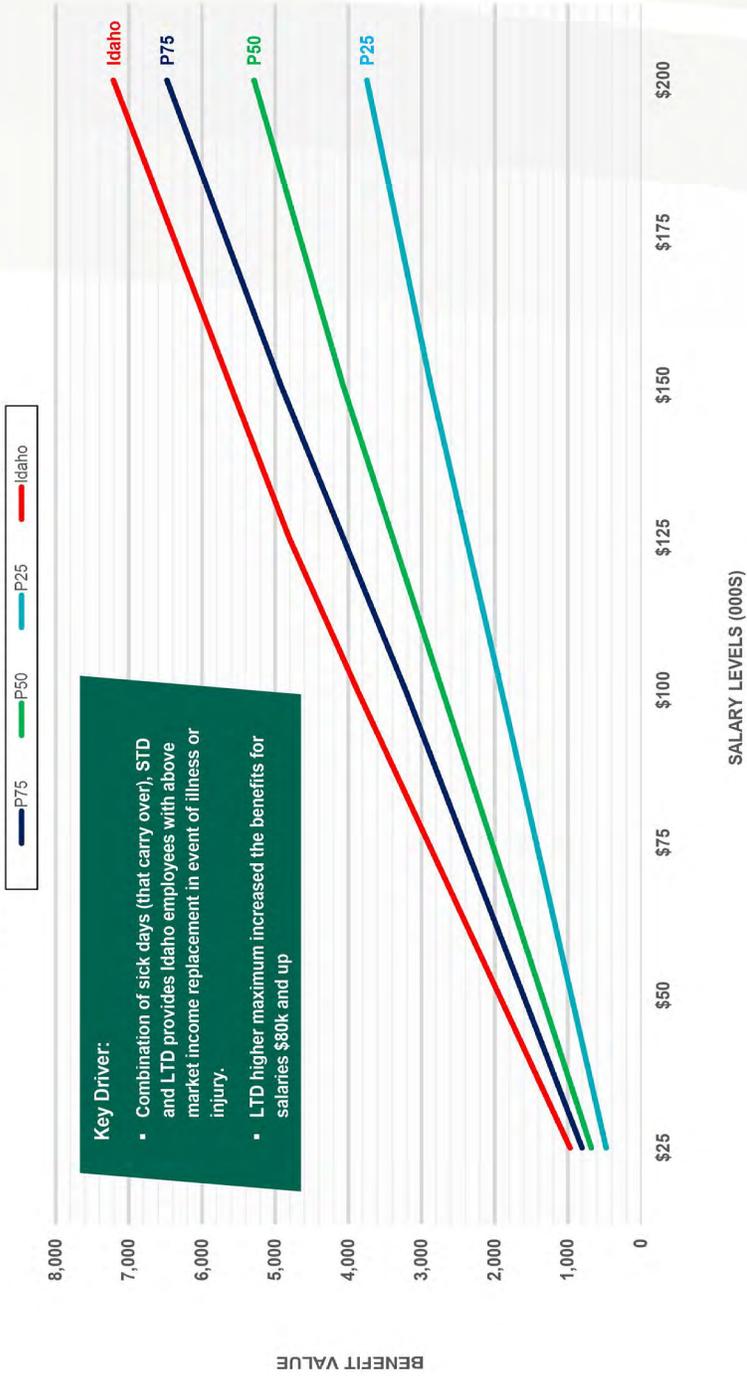
## Benefits Review – Disability

Disability	Key Findings
<p><b>Idaho</b></p>	<ul style="list-style-type: none"> <li>Sick Leave – State employees accrue sick pay (4 hrs per pay period; i.e. 12 days per year) with no limit on carryover onto the following year                             <ul style="list-style-type: none"> <li>By not limiting carryover, employees may be able to use their sick leave to help cover short-term illnesses/disability at 100% of pay</li> </ul> </li> <li>Short Term Disability (STD) – the State provides employees with employer paid STD program which covers 60% of salary for a period up to 26 weeks</li> <li>Long Term Disability (LTD) – the State provides an LTD benefit of 60% up to a \$6,000 monthly maximum after 26 weeks, ends at age 70</li> </ul>
<p><b>Market</b></p>	<ul style="list-style-type: none"> <li>Sick Days / Leave – 5 to 7 sick days annually (with no carry over) 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</li> <li>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%</li> <li>LTD – 60% employer paid benefit is most prevalent in both the Public and Private Sector markets                             <ul style="list-style-type: none"> <li>Monthly LTD maximums are higher in the private sector (\$10,000 at the median) than the public sector (\$6,000)</li> </ul> </li> </ul>
<p><b>Private = &gt; P75</b></p>	<ul style="list-style-type: none"> <li>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</li> </ul>
<p><b>Public = &gt; P75</b></p>	



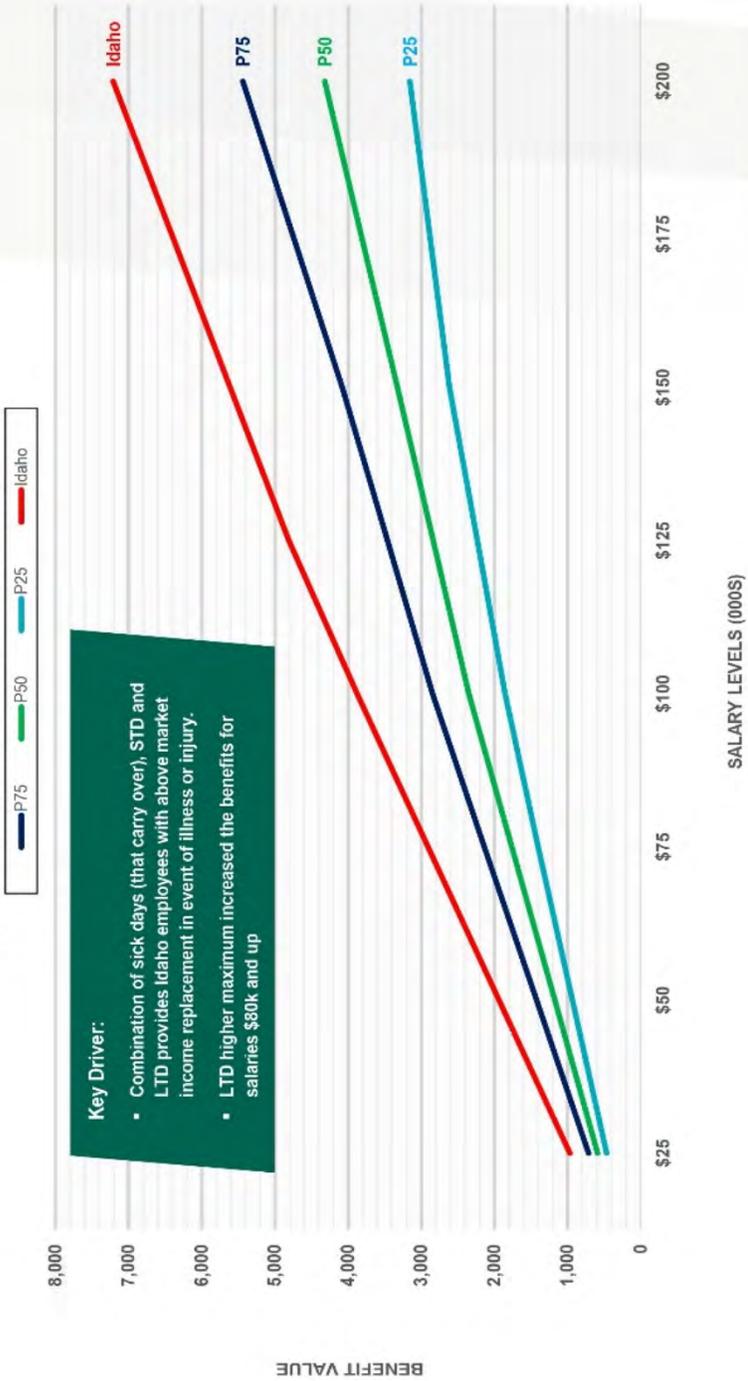
# Disability

## Idaho vs. Private Sector - Disability



# Disability

## Idaho vs. Public Sector - Disability

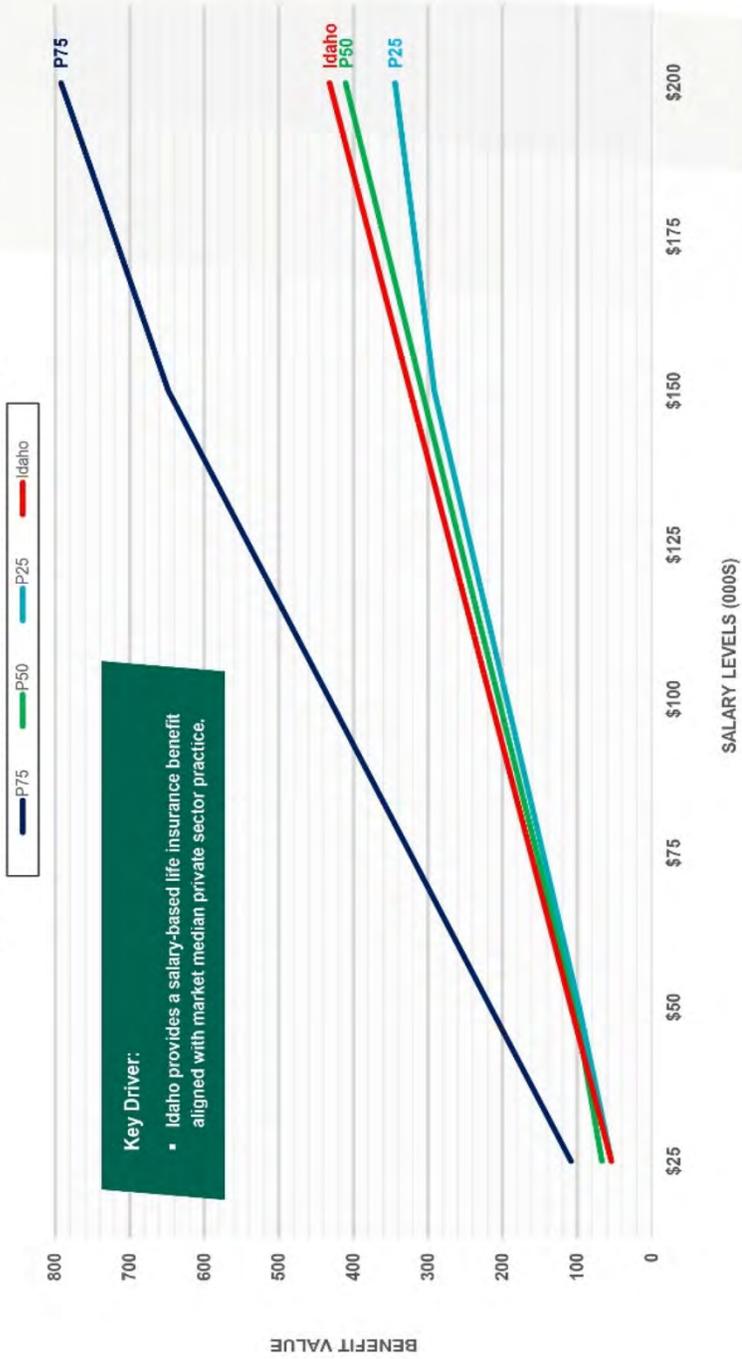


## Benefits Review – Life Insurance

Life Insurance	Key Findings
Idaho	<ul style="list-style-type: none"> <li>▪ The State provides employees with basic life and accidental death and dismemberment (AD&amp;D) benefits of 1 times salary with no maximum</li> <li>▪ Supplemental life coverage of an additional 1 to 3 times pay is available to employees (employee paid)</li> <li>▪ Spouse coverage of \$2,000 and child coverage of \$1,000 is available to employees (State paid)</li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ In the Private Sector group, all provide a percentage of salary benefit (median of 1 times salary)</li> </ul>
Private = ~ P50	<ul style="list-style-type: none"> <li>▪ The State's benefit for life insurance is aligned with the Private Sector market median</li> </ul>
Public = > P75	<ul style="list-style-type: none"> <li>▪ The State's salary-based life insurance benefit with no maximum is above the Public Sector market</li> </ul>

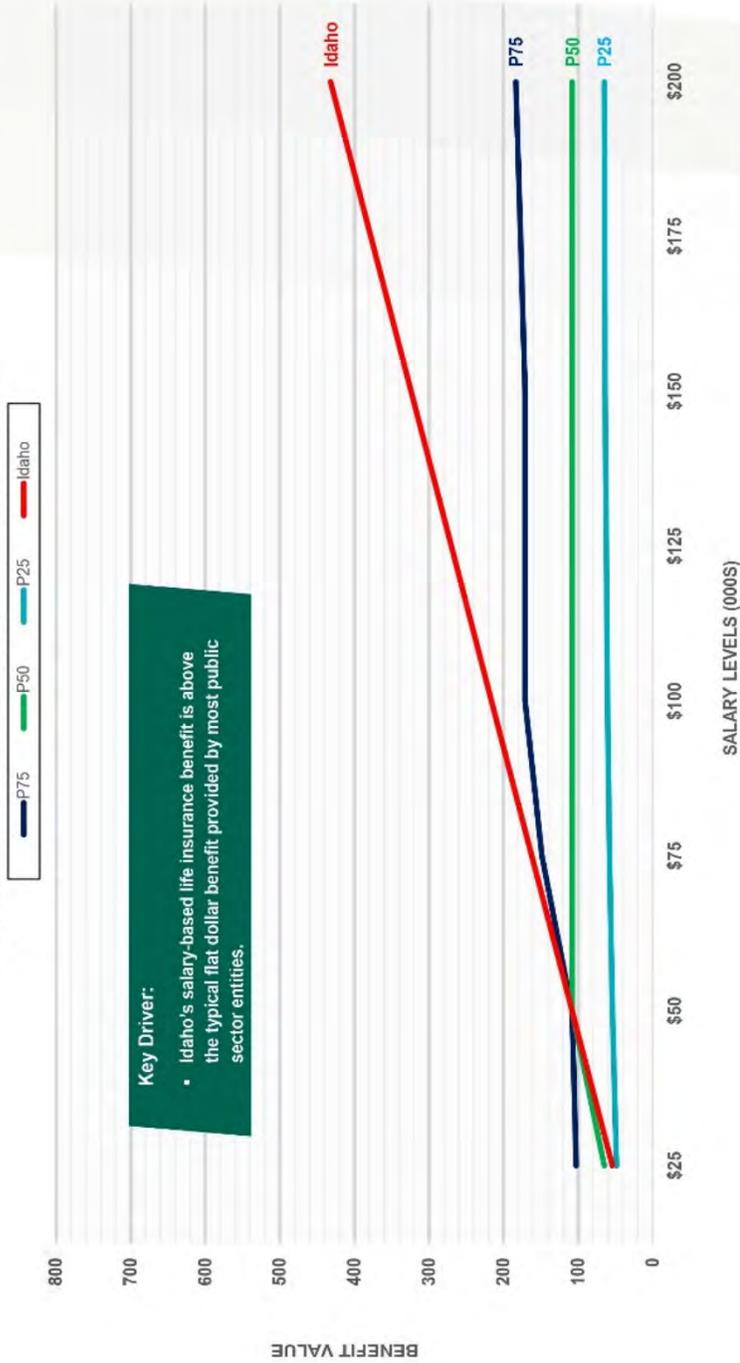
# Life Insurance

## Idaho vs. Private Sector - Life Insurance



# Life Insurance

## Idaho vs. Public Sector - Life Insurance



## Benefits Review – Other Benefits

Other Common Benefits	Idaho	Description
<b>Flexible Spending Accounts (Health and Dependent Care)</b>	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.
<b>Health and Financial Wellness Programs</b>	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.
<b>Leave Benefits</b>	Provide	Unpaid Leave Benefits, such as medical leave and personal leave. Paid Leave Benefits, such as sick leave, bereavement, jury duty, maternity, adoption, etc.
<b>Transportation Accounts</b>	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).
<b>Tuition Reimbursement</b>	No	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.
<b>Student Loan Reimbursement</b>	No	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.

# The Impact of Covid-19 Pandemic on Remote Working

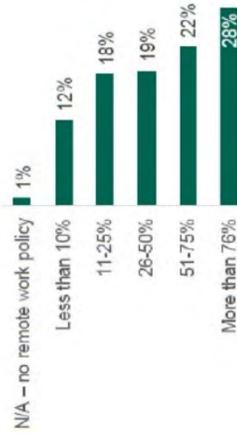
## Working from home practices

Working from home arrangements implemented as a result of the pandemic.

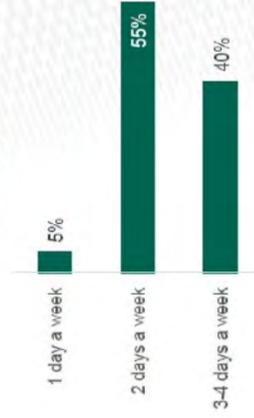
Percent of organizations that decided on which roles/employees are eligible to work remotely going forward



Percentage of employees that organizations anticipate allowing to work remotely (where role allows).



Number of days that partially remote employees will typically be expected to work remotely.



Source: Korn Ferry Pulse Survey, September 2021



## The Impact of Covid-19 Pandemic on Benefits/Allowances

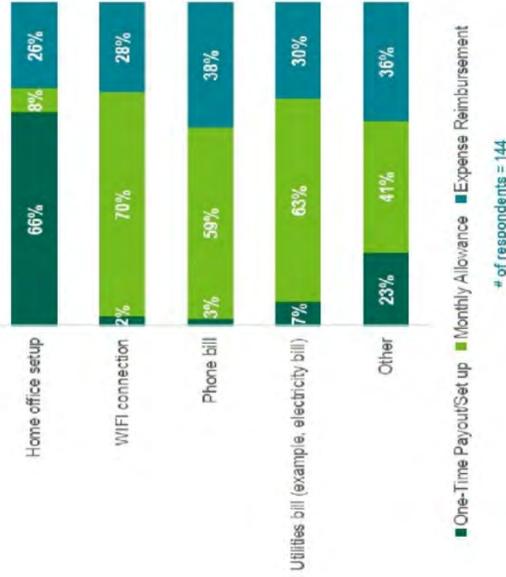
Changes (to be) applied to benefit programs as a result of remote workers	% of organizations
No changes to benefits programs as a result of remote workers	63%
Offer an allowance/expenses reimbursement to set up a home office	21%
Offer additional wellness benefits	20%
Offer an allowance/expense reimbursement to cover monthly bills (e.g. WIFI, utilities)	17%
Offer medical benefits improvements	5%
Reduce/remove travel allowance as less travel/commuting is expected	4%
Reduce/remove company car for select employees	2%
Offer travel allowance/mobility budget in lieu of a company car policy	1%

Source: Korn Ferry Pulse Survey, September 2021



# The Impact of Covid-19 Pandemic on Benefits/Allowances

Administration of the allowances / benefits provided or planned to be provided to the remote workers



Equipment and support provided (or planned) for remote workers to set up a home office	% of organizations
Laptop, tablets or desktop	88%
IT/Technical support	63%
Work chair provision	44%
Printer provision	34%
Work desk provision	24%
Other provision	15%
No provision	3%

# of respondents = 144

Source: Korn Ferry Pulse Survey, September 2021



# 4 Total Compensation Market Competitiveness



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## Total Compensation Market Competitiveness

Pay Component	Idaho vs. Private Sector Market		Idaho vs. Public Sector Market	
	2019	2021	2019	2021
	Salary	-26.2%	-26.1%	-12.4%
Benefits	9.1%	16.3%	-10.2%	-4.5%
Total Compensation	-12.0%	-12.2%	-11.7%	-6.7%

- **Private Sector** – Idaho’s base salary market position is largely unchanged from 2019 to 2021 and is more than 20% below the market average. Below market salaries continue to depress the overall value of benefits, resulting in a total compensation market position that is more than 10% below market average
- **Public Sector** – With an improved base salary market position compared to 2019, and an improved benefits position, total compensation is closer to market average



# Total Compensation Market Competitiveness

## Total Compensation Comparison by Pay Grade – Private Sector

Grade	Idaho Employees		Idaho Weighted Salary	Private		Benefits Values			Total Compensation		
	#	%		Weighted Salary	Idaho % Diff	Idaho	Private	Idaho % Diff	Idaho	Private	Idaho % Diff
V	3	0.0%	\$242,958	N/A	N/A	\$75,421	N/A	N/A	\$318,379	N/A	n/a
R	3	0.0%	\$131,456	-16%	\$156,063	\$55,178	\$44,387	24%	\$186,634	\$200,450	-7%
Q	13	0.2%	\$116,608	-29%	\$165,399	\$51,780	\$45,342	14%	\$168,388	\$210,741	-20%
P	99	1.3%	\$96,297	-34%	\$145,832	\$47,046	\$43,156	9%	\$143,343	\$188,989	-24%
O	134	1.7%	\$89,492	-30%	\$127,975	\$45,402	\$40,540	12%	\$134,895	\$168,515	-20%
N	278	3.6%	\$79,414	-29%	\$111,311	\$42,969	\$38,099	13%	\$122,383	\$149,409	-18%
M	793	10.4%	\$68,205	-28%	\$95,038	\$40,262	\$35,577	13%	\$108,467	\$130,615	-17%
L	1307	17.1%	\$58,441	-27%	\$79,706	\$37,904	\$32,906	15%	\$96,345	\$112,613	-14%
K	1028	13.4%	\$50,399	-27%	\$68,799	\$35,962	\$31,046	16%	\$86,361	\$99,846	-14%
J	787	10.3%	\$43,996	-26%	\$59,148	\$34,416	\$29,427	17%	\$78,412	\$88,574	-11%
I	1333	17.4%	\$42,814	-17%	\$51,746	\$34,130	\$28,185	21%	\$76,944	\$79,930	-4%
H	1260	16.4%	\$34,662	-22%	\$44,304	\$32,162	\$26,886	20%	\$66,824	\$71,190	-6%
G	373	4.9%	\$30,393	-22%	\$39,008	\$31,131	\$25,951	20%	\$61,524	\$64,959	-5%
F	64	0.8%	\$28,164	-26%	\$37,953	\$30,593	\$25,764	19%	\$58,757	\$63,718	-8%
E	186	2.4%	\$25,665	-20%	\$32,238	\$29,989	\$24,755	21%	\$55,655	\$56,993	-2%
Overall	7661	100.0%		-26.1%				16.3%			-12.2%

# Total Compensation Market Competitiveness

## Total Compensation Comparison by Pay Grade – Public Sector

Grade	Idaho Employees		Idaho		Public		Benefits Values				Total Compensation			
	#	%	Weighted Salary	Idaho %	Weighted Salary	Idaho %	Idaho	Public	Idaho %	Public	Idaho	Public	Idaho %	Diff
V	3	0.0%	\$242,958	10%	\$220,837	10%	\$75,421	\$71,600	5%	\$318,379	\$292,437	9%		
R	3	0.0%	\$131,456	N/A	N/A	N/A	\$55,178	N/A	N/A	\$186,634	N/A	N/A		
Q	13	0.2%	\$116,608	5%	\$111,103	5%	\$51,780	\$51,589	0%	\$168,388	\$162,692	4%		
P	99	1.3%	\$96,297	-11%	\$108,448	-11%	\$47,046	\$50,954	-8%	\$143,343	\$159,402	-10%		
O	134	1.7%	\$89,492	-9%	\$97,918	-9%	\$45,402	\$48,500	-6%	\$134,895	\$146,418	-8%		
N	278	3.6%	\$79,414	-9%	\$87,284	-9%	\$42,969	\$46,289	-7%	\$122,383	\$133,573	-8%		
M	793	10.4%	\$68,205	0%	\$68,515	0%	\$40,262	\$42,007	-4%	\$108,467	\$110,522	-2%		
L	1307	17.1%	\$58,441	-8%	\$63,857	-8%	\$37,904	\$40,765	-7%	\$96,345	\$104,623	-8%		
K	1028	13.4%	\$50,399	-10%	\$55,732	-10%	\$35,962	\$38,600	-7%	\$86,361	\$94,332	-8%		
J	787	10.3%	\$43,996	-1%	\$44,373	-1%	\$34,416	\$35,579	-3%	\$78,412	\$79,953	-2%		
I	1333	17.4%	\$42,814	-11%	\$48,342	-11%	\$34,130	\$36,632	-7%	\$76,944	\$84,975	-9%		
H	1260	16.4%	\$34,662	-13%	\$39,856	-13%	\$32,162	\$34,382	-6%	\$66,824	\$74,238	-10%		
G	373	4.9%	\$30,393	-17%	\$36,635	-17%	\$31,131	\$33,528	-7%	\$61,524	\$70,163	-12%		
F	64	0.8%	\$28,164	-28%	\$39,227	-28%	\$30,593	\$34,215	-11%	\$58,757	\$73,442	-20%		
E	186	2.4%	\$25,665	-12%	\$29,157	-12%	\$29,989	\$31,545	-5%	\$55,655	\$60,702	-8%		
Overall	7661	100.0%		-7.6%		-7.6%				-4.5%				-6.7%

## 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%

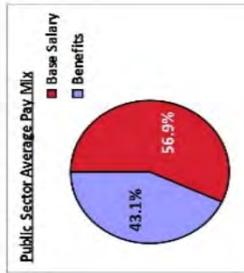
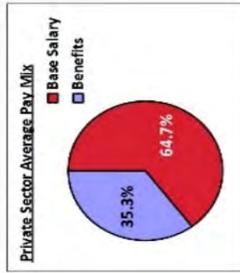
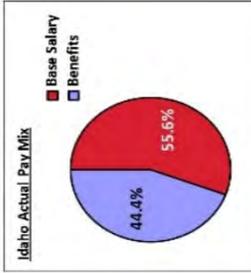
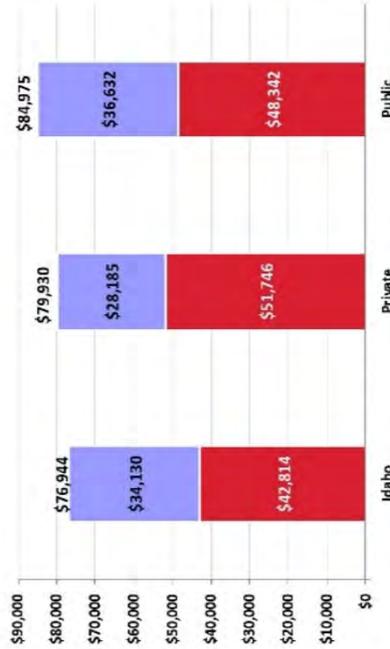
**Note:**

*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

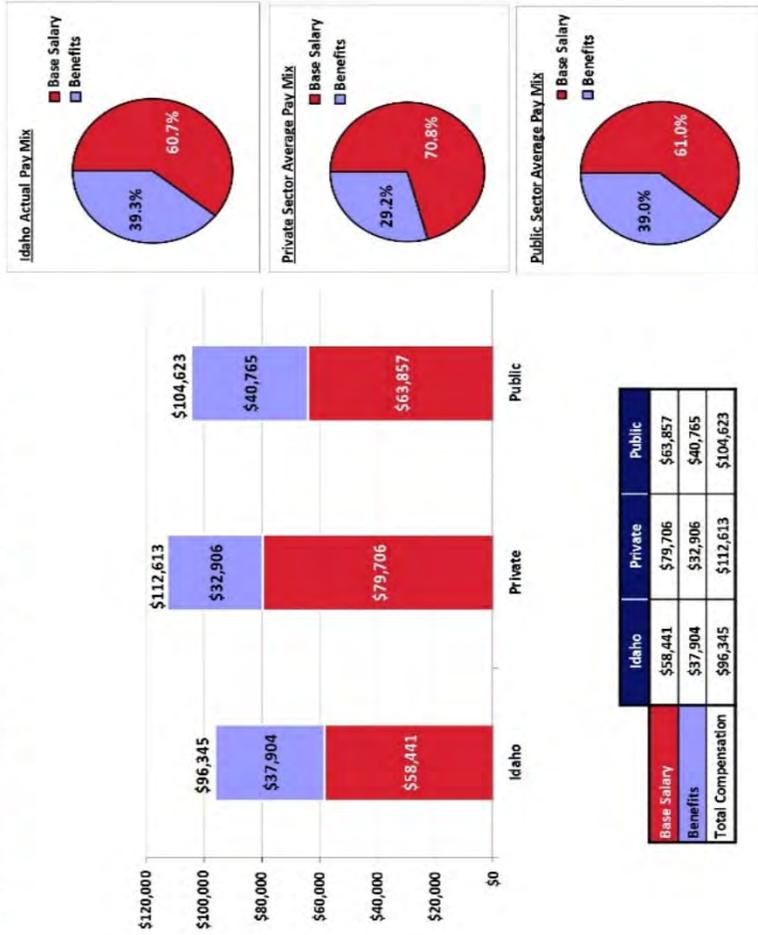
## IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE I



	Idaho	Private	Public
Base Salary	\$42,814	\$51,746	\$48,342
Benefits	\$34,130	\$28,185	\$36,632
Total Compensation	\$76,944	\$79,930	\$84,975

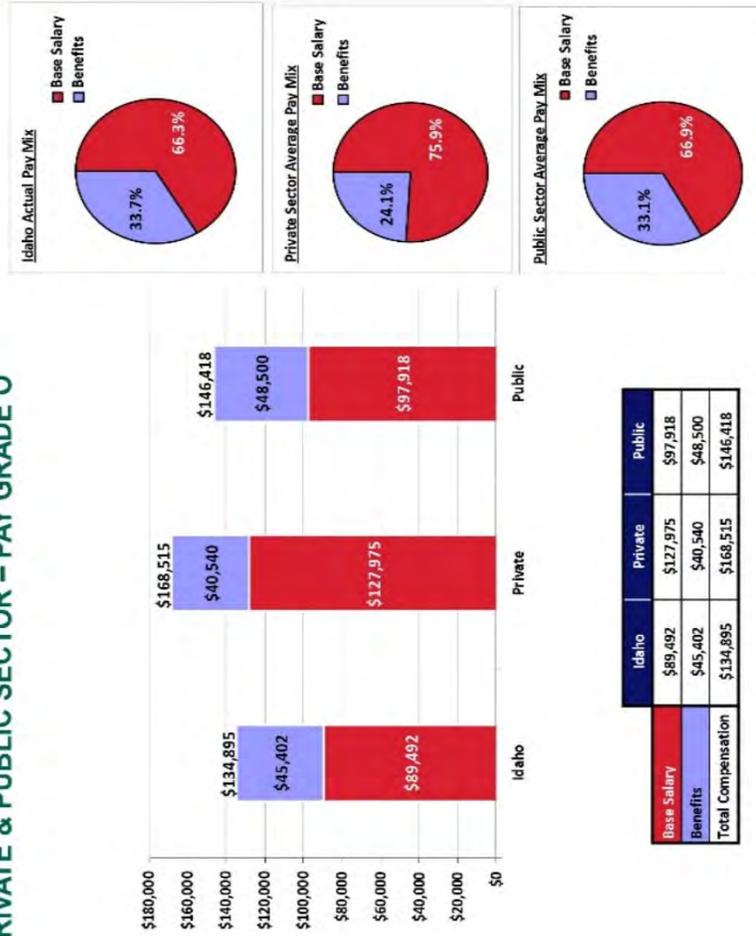
# Total Compensation Market Competitiveness

## IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE L



# Total Compensation Market Competitiveness

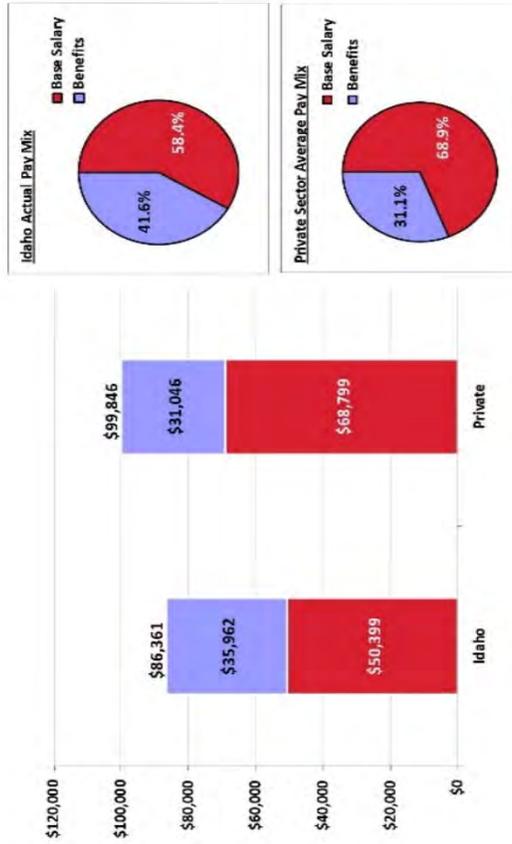
## IDAHO VS. PRIVATE & PUBLIC SECTOR – PAY GRADE O



	Idaho	Private	Public
Base Salary	\$89,492	\$127,975	\$97,918
Benefits	\$45,402	\$40,540	\$48,500
Total Compensation	\$134,895	\$168,515	\$146,418

# Total Compensation Market Competitiveness

## IDAHO VS. PRIVATE SECTOR – AGGREGATE



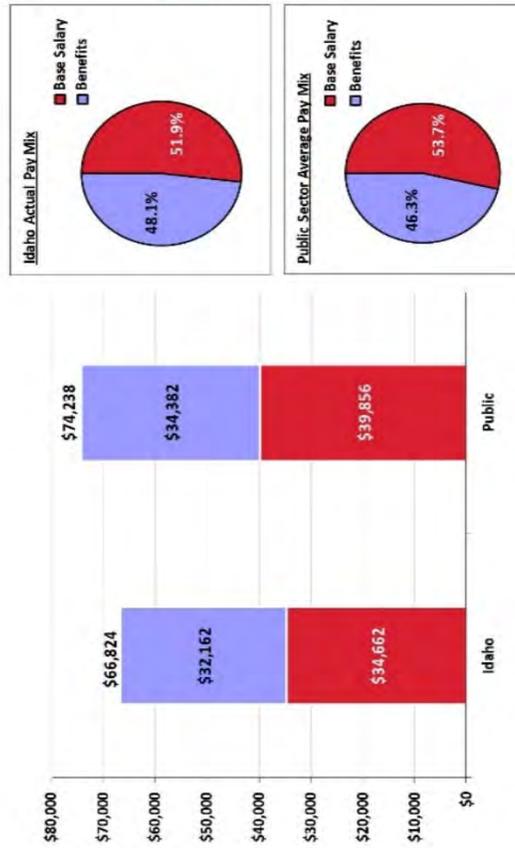
**Note:**

The chart on this page illustrates the aggregate total compensation market position for a State employee relative to the Private Sector market

	Idaho	Private	% Difference
Base Salary	\$50,399	\$68,799	-27%
Benefits	\$35,962	\$31,046	16%
Total Compensation	\$86,361	\$99,846	-14%

# Total Compensation Market Competitiveness

## IDAHO VS. PUBLIC SECTOR – AGGREGATE



**Note:**

The chart on this page illustrates the aggregate total compensation market position for a State employee relative to the Public Sector market

	Idaho	Public	% Difference
Base Salary	\$34,662	\$39,856	-13%
Benefits	\$32,162	\$34,382	-6%
<b>Total Compensation</b>	<b>\$66,824</b>	<b>\$74,238</b>	<b>-10%</b>

# 5 Appendix



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# A Participant Lists



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

- 24 Hour Fitness Worldwide, Inc.
- 3M Company
- 99 Cents Only Stores
- Aaron's, Inc.
- Ace Hardware
- ACUTY
- 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 Packaging
- 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

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

- Ferrero USA
- FIFCO USA
- 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
- Hallmark 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.
- jopenney 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
- Kohl'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 Moët 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



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

- NewMarket Corporation
- Nike
- NKT Photonics
- Octapharma
- Office Depot, Inc.
- Olin Corporation
- Ormlife USA Inc
- PackSize
- 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
- ViskoTeepak
- Vizient Southeast, Inc.
- W R Grace & Co
- Walgreens Co.
- Wallenius Wilhelmsen Logistics
- Walmart Stores, Inc.
- WD-40 Company
- WEG Industries

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

- 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
- Montana
- Nevada
- New Mexico
- Oregon
- Utah
- Washington
- Wyoming
- Tooele County School District
- Utah County Government
- Utah System of Higher Education
- Washoe County
- Washoe County School District

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



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## 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
Basic Life Insurance Benefit	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 D – Five Year Synopsis of State CEC Increases FY 2018-2022

FISCAL YEAR	DHR RECOMMENDATION	EXECUTIVE BUDGET RECOMMENDATION	LEGISLATIVE ACTION
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.
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 D – Five Year Synopsis of State CEC Increases FY 2018-2022 (continued)

FISCAL YEAR	DHR RECOMMENDATION	EXECUTIVE BUDGET RECOMMENDATION	LEGISLATIVE ACTION
FY 19	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.	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.	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.
FY 18	DHR recommends increasing the current salary structure by at least 3% for FY18, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase (estimated cost of \$18 million to general fund and \$21.7 million to other funds). 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 and a 3% upwards shift of the compensation schedule. The Legislature's Joint CEC Committee also recommended a 3% ongoing merit-based increase, 3% upwards shift of the compensation schedule and funding the increased cost of health insurance premiums for FY18. The recommendation included a reduction to the health insurance benefit from thirty to six months for employees on disability status.	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. Judges' salary increased by 4.8%. Funding of the increased cost of health insurance premiums was approved.

## 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 (n) and (p) 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, 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.

(3) 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.

(4) 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 and employees of the state board of education who are not subject to the provisions of [chapter 53, title 67](#), Idaho Code, and which are not otherwise fixed 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.

(5) 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.

(6) 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.

(7) In addition to salary increases provided by any compensation schedule adopted pursuant to subsection (6) 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.

(8) 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.

(9) 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.

(10) 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.

(11) 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.

(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 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; and

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

(13) 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.

(14) 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.

(15) 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.]

Appendix G – FY 2022 Compensation Schedule

**FY 2022 Compensation Schedule - Effective 6/13/2021**

PAY GRADE	MINIMUM		MAXIMUM POINTS	HOURLY		ANNUAL			
	POINTS	GRADE POINTS		MINIMUM	POLICY	MINIMUM	POLICY		
D		Below 110 Points		\$7.25	\$11.65	\$14.58	\$15,080	\$24,232	\$30,326
E	110	119	130	\$9.13	\$13.03	\$16.30	\$18,990	\$27,102	\$33,904
F	131	142	154	\$10.28	\$14.67	\$18.34	\$21,382	\$30,514	\$38,147
G	155	169	184	\$11.65	\$16.67	\$20.82	\$24,232	\$34,674	\$43,306
H	185	201	219	\$13.42	\$19.19	\$24.00	\$27,914	\$39,915	\$49,920
I	220	240	262	\$15.68	\$22.41	\$28.01	\$32,614	\$46,613	\$58,261
J	263	286	312	\$17.70	\$25.27	\$31.59	\$36,816	\$52,562	\$65,707
K	313	341	372	\$19.82	\$28.29	\$35.36	\$41,226	\$58,843	\$73,549
L	373	406	443	\$22.36	\$31.95	\$39.93	\$46,509	\$66,456	\$83,054
M	444	485	528	\$25.28	\$36.11	\$45.16	\$52,582	\$75,109	\$93,933
N	529	578	630	\$27.93	\$39.90	\$49.87	\$58,094	\$82,992	\$103,730
O	631	688	750	\$30.26	\$43.24	\$54.06	\$62,941	\$89,939	\$112,445
P	751	828	904	\$33.10	\$47.29	\$59.11	\$68,848	\$98,363	\$122,949
Q	905	998	1090	\$36.43	\$52.05	\$65.07	\$75,774	\$108,264	\$135,346
R	1091	1176	1292	\$40.42	\$57.74	\$72.19	\$84,074	\$120,099	\$150,155
S	1293	1399	1531	\$45.33	\$64.77	\$80.97	\$94,286	\$134,722	\$168,418
T	1532	1665	1822	\$51.20	\$73.15	\$91.44	\$106,496	\$152,152	\$190,195
U	1823	1980	2166	\$58.19	\$83.12	\$103.92	\$121,035	\$172,890	\$216,154
V	2167	2354	2575	\$66.51	\$95.01	\$118.77	\$138,341	\$197,621	\$247,042

## 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 – Average Compa-Ratio by Classification

The table below shows classifications with an average compa-ratio of less than 80%, sorted by lowest to highest. *Single-incumbent classes excluded.*

CLASS CODE TITLE	EMPLOYEE COUNT	AVERAGE PAY RATE	POLICY RATE	AVERAGE COMPA-RATIO	AVERAGE YEARS OF SERVICE
Retirement Specialist	7	\$18.85	\$25.27	75%	8.4
Rehabilitation Tech Trainee, DJC	10	\$14.50	\$19.19	76%	0.3
Tax Auditor 1	21	\$21.55	\$28.29	76%	3.0
Parole Investigator	19	\$24.40	\$31.95	76%	14.4
Tax Compliance Officer 1	30	\$19.42	\$25.27	77%	6.1
Workforce Dev Programs Specialist	5	\$24.55	\$31.95	77%	12.3
Lands Resource Specialist	22	\$21.75	\$28.29	77%	5.0
Transcript Evaluator, Senior	13	\$17.34	\$22.41	77%	8.5
Analyst 2	6	\$24.74	\$31.95	77%	10.1
Maintenance Specialist, Parking-BSU	2	\$12.91	\$16.67	77%	11.9
Tax Auditor 2	27	\$24.77	\$31.95	78%	4.9
UI Tax Representative	9	\$21.94	\$28.29	78%	7.0
Wildlife Technician, Senior	16	\$19.65	\$25.27	78%	5.2
Security Officer	4	\$11.42	\$14.67	78%	1.4
Remote Sensing Analyst, Technical	2	\$28.24	\$36.11	78%	1.8
Psychiatric Technician Trainee	18	\$15.03	\$19.19	78%	2.4
Re-Entry Specialist	5	\$22.21	\$28.29	79%	10.0
Agriculture Trade Specialist	4	\$25.14	\$31.95	79%	2.2
Religious Activities Coordinator	3	\$25.21	\$31.95	79%	1.2
Psychiatric Technician	120	\$17.69	\$22.41	79%	6.4
Rehabilitation Supervisor, DJC	9	\$22.35	\$28.29	79%	13.9
Rehabilitation Technician, DJC	94	\$17.71	\$22.41	79%	5.0
Labor Compliance Officer	3	\$22.36	\$28.29	79%	18.2
UI Claims Adjudicator	35	\$22.38	\$28.29	79%	9.0
Microbiologist	2	\$20.00	\$25.27	79%	2.9
Tax Automated System Specialist	10	\$25.31	\$31.95	79%	11.0
P&R Ranger	46	\$20.05	\$25.27	79%	6.3
Psychosocial Rehab Specialist	48	\$22.47	\$28.29	79%	5.6
Health Education Specialist	22	\$22.49	\$28.29	80%	4.2
Conservation Officer	10	\$20.13	\$25.27	80%	2.2
Analyst 3	121	\$28.78	\$36.11	80%	8.8
Transcript Evaluator, Chief	7	\$20.15	\$25.27	80%	13.0
Probation & Parole Officer, Senior	196	\$22.57	\$28.29	80%	7.1
Psychiatric Treatment Coordinator	13	\$20.20	\$25.27	80%	12.0
Seed Analyst	5	\$17.92	\$22.41	80%	6.3

*Appendix I – Average Compa-Ratio by Classification (continued)*

<b>CLASS CODE TITLE</b>	<b>EMPLOYEE COUNT</b>	<b>AVERAGE PAY RATE</b>	<b>POLICY RATE</b>	<b>AVERAGE COMPA-RATIO</b>	<b>AVERAGE YEARS OF SERVICE</b>
<b>Child Welfare Social Worker 1</b>	25	\$22.63	\$28.29	80%	0.8
<b>Tax Compliance Officer 2</b>	18	\$22.64	\$28.29	80%	11.4
<b>UI Area Supervisor</b>	3	\$28.90	\$36.11	80%	11.7
<b>Taxpayer Services Representative</b>	8	\$17.95	\$22.41	80%	5.4
<b>P&amp;R Manager, Assistant</b>	7	\$22.66	\$28.29	80%	8.7
<b>Rehab Specialist, DJC</b>	22	\$25.61	\$31.95	80%	16.2
<b>Medicaid Program Policy Analyst</b>	8	\$28.95	\$36.11	80%	6.9
<b>Dental Assistant 2</b>	6	\$15.39	\$19.19	80%	5.5
<b>Psychiatric Technician, Senior</b>	22	\$20.28	\$25.27	80%	5.9
<b>Food Service Operations Manager</b>	5	\$25.67	\$31.95	80%	2.5
<b>PTV Digital Broadcast Systems Operator</b>	5	\$18.01	\$22.41	80%	10.3
<b>Chemist</b>	4	\$20.34	\$25.27	80%	4.6

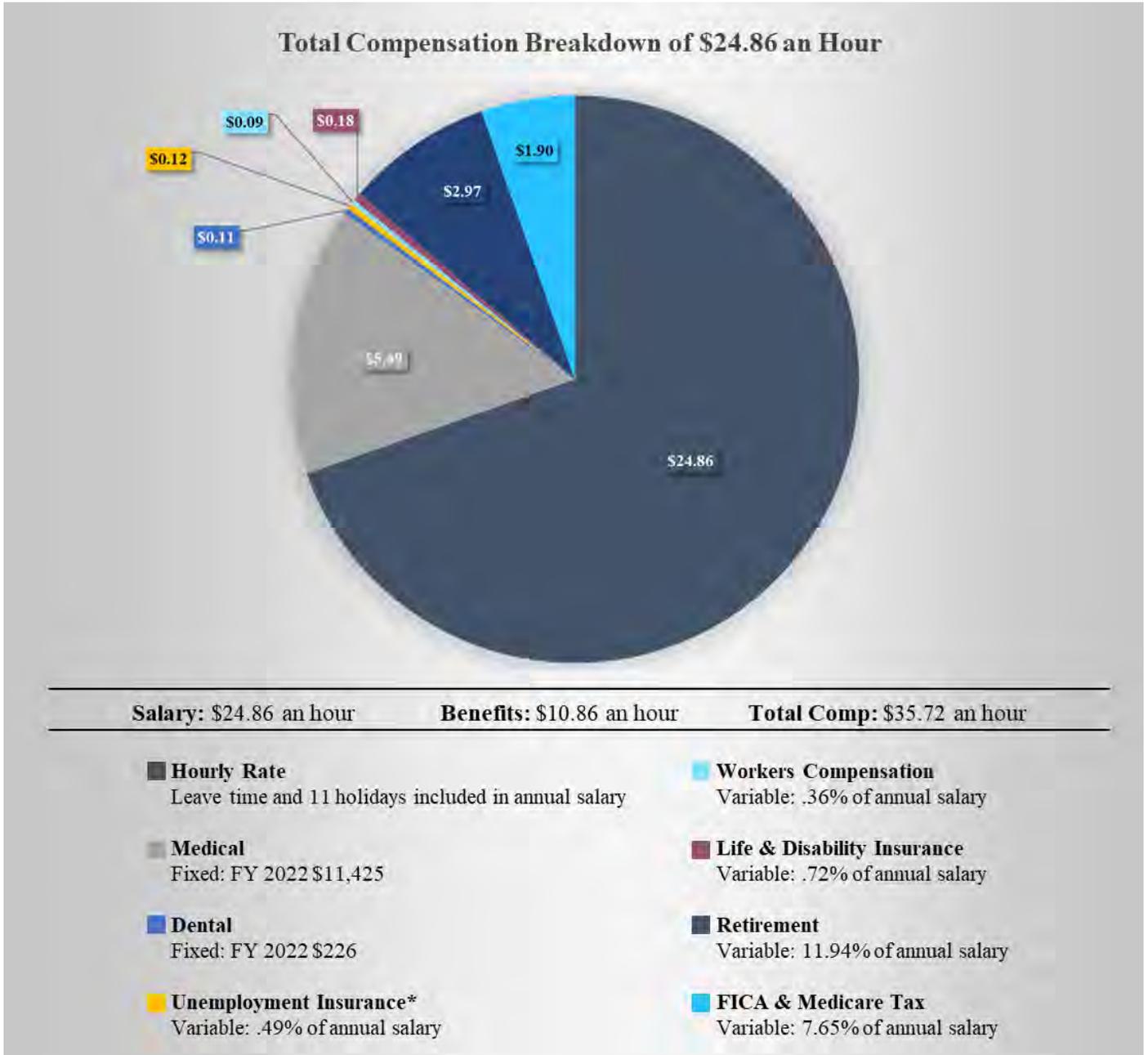
## Appendix J – Payline Exception, Specific Occupational Inequities

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 Employee Count	Pay Grade	Temporary Pay Grade	Employees Over Pay Grade Max	Salaries Over Pay Grade Max
Clinical Specialist	22	M	P	18	\$195,670
Dietary Aide, Senior	28	E	G	4	\$10,608
Electrician	16	I	J	2	\$5,075
Electrician, Traffic Signal	9	I	J	8	\$44,512
HVAC Specialist	24	I	J	0	\$0
Instructor	31	K	L	0	\$0
ISP Forensic Scientist 2	17	K	L	3	\$10,213
Locksmith	5	G	H	0	\$0
Nurse, Licensed Practical	82	I	J	0	\$0
Nurse, Registered Senior	101	M	N	0	\$0
Nursing Assistant, Certified	68	F	H	11	\$43,160
Nursing Assistant, Certified - Senior	6	G	I	0	\$0
Nursing Services Director	3	O	P	0	\$0
Pharmacist, Clinical	5	O	Q	3	\$30,763
Pharmacy Services Specialist	2	M	Q	2	\$60,549
Pharmacy Services Supervisor	3	P	R	3	\$24,248
Physical Occupational Therapy Aide	9	F	H	6	\$26,146
Physician, Epidemiologist - State	1	Q	V	1	\$81,713
Physician, Medical Clinic - Institution	3	Q	V	3	\$220,314
Physician, Psychiatric Specialty	3	Q	V	3	\$306,494
Physician, Public Health	2	P	V	2	\$145,866
Plumber	4	I	J	0	\$0
Psychologist	1	M	O	1	\$5,366
Psychologist, Chief of	2	O	P	1	\$666
Recreation Assistant	7	G	H	0	\$0
Therapist	4	L	M	1	\$7,051
Therapist, Early Intervention	13	L	M	4	\$11,423
<b>GRAND TOTAL</b>	<b>471</b>			<b>76</b>	<b>\$1,229,836</b>

## Appendix K – 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 \$10.86 per hour, are based on the average classified employee’s wage of \$24.86 an hour.



# Appendix L – §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 redesign, 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 M – Classified and Non-Classified Agency List

AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES		
<ul style="list-style-type: none"> <li>• Administration, Department of*</li> <li>• Aging, Commission on*</li> <li>• Agriculture, Department of*</li> <li>• Blind &amp; Visually Impaired Commission*</li> <li>• Boise State University*</li> <li>• Brand Inspector, State*</li> <li>• Career &amp; Technical Education, Division of*</li> <li>• Commerce, Department of*</li> <li>• Correction, Department of*</li> <li>• Education Board*</li> <li>• Endowment Fund Investment Board*</li> <li>• Environmental Quality, Department of*</li> <li>• Finance, Department of*</li> <li>• Fish &amp; Game, Department of*</li> <li>• Health &amp; Welfare, Department of*</li> <li>• <i>Health District 1 (Panhandle)**</i></li> <li>• <i>Health District 2 (North Central)**</i></li> <li>• <i>Health District 3 (Southwest)**</i></li> <li>• <i>Health District 4 (Central)**</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Health District 5 (South Central)**</i></li> <li>• <i>Health District 6 (Southeast)**</i></li> <li>• <i>Health District 7 (Eastern)**</i></li> <li>• Hispanic Affairs, Idaho Commission on*</li> <li>• Historical Society, Idaho State*</li> <li>• Human Resources, Division of*</li> <li>• Idaho State University*</li> <li>• Independent Living Council*</li> <li>• Industrial Commission*</li> <li>• Information Technology Services, Office of*</li> <li>• Insurance, Department of*</li> <li>• Juvenile Corrections, Department of*</li> <li>• Labor, Department of*</li> <li>• Lands, Department of*</li> <li>• Lava Hot Springs Foundation*</li> <li>• Lewis - Clark State College*</li> <li>• Libraries, Idaho Commission for*</li> <li>• Liquor Division, Idaho State*</li> <li>• Lottery Commission, Idaho State*</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational &amp; Professional Licenses, Division of*</li> <li>• Pardons &amp; Parole, Commission of*</li> <li>• Parks &amp; Recreation, Department of*</li> <li>• Police, Idaho State*</li> <li>• Public Charter School Commission*</li> <li>• Public Defense Commission*</li> <li>• Public Employee Retirement System of Idaho*</li> <li>• Public Television, Idaho*</li> <li>• Public Utilities Commission*</li> <li>• Racing Commission*</li> <li>• Soil &amp; Water Conservation Commission*</li> <li>• Tax Appeals Board*</li> <li>• Tax Commission*</li> <li>• Transportation, Department of*</li> <li>• Veterans Services, Division of*</li> <li>• Vocational Rehabilitation, Division of*</li> <li>• Water Resources, Department of*</li> <li>• Workforce Development Council*</li> </ul>

\*Executive Branch Agencies

\*\* Effective March 1, 2022, Public Health Districts are no longer treated as state agencies

## AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• Arts, Commission on the*</li> <li>• Attorney General, Office of the</li> <li>• Controller, Office of the State</li> <li>• Code Commission</li> <li>• Correctional Industries*</li> <li>• Drug Policy, Office of*</li> <li>• Energy &amp; Minerals Resources, Office of*</li> <li>• Governor, Office of the</li> </ul> | <ul style="list-style-type: none"> <li>• Financial Management, Division of*</li> <li>• House of Representatives</li> <li>• Judicial Branch</li> <li>• Legislative Services Office</li> <li>• Lieutenant Governor, Office of</li> <li>• Military Division*</li> <li>• Performance Evaluations, Office of</li> <li>• Secretary of State, Office of</li> </ul> | <ul style="list-style-type: none"> <li>• Senate</li> <li>• Species Conservation, Office of*</li> <li>• State Appellate Public Defender*</li> <li>• State Insurance Fund</li> <li>• STEM Action Center*</li> <li>• Superintendent of Public Instruction</li> <li>• Treasurer, Office of the State</li> <li>• University of Idaho*</li> </ul> |
|--|---|---|

Total Number of State Agencies = 80

Includes:

Classified = 56

Non-Classified = 24

\*Executive Branch Agencies

TITLE 67

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 O – Workforce Demographics by County

<b>WORK COUNTY</b>	<b>EMPLOYEE COUNT</b>
ADA	11,877
ADAMS	17
BANNOCK	2,672
BEAR LAKE	26
BENEWAH	71
BINGHAM	446
BLAINE	40
BOISE	17
BONNER	182
BONNEVILLE	703
BOUNDARY	56
BUTTE	9
CAMAS	10
CANYON	911
CARIBOU	27
CASSIA	120
CLARK	12
CLEARWATER	357
CUSTER	48
ELMORE	51
FRANKLIN	22
FREMONT	267
GEM	5
GOODING	47
IDAHO	143
JEFFERSON	109
JEROME	107
KOOTENAI	1,074
LATAH	3,020
LEMHI	110
LEWIS	57
LINCOLN	81
MADISON	46
MINIDOKA	37
NEZPERCE	1,591
ONEIDA	14
OUT-OF-STATE	11
OWYHEE	28
PAYETTE	39
POWER	36
SHOSHONE	123
TETON	15
TWIN FALLS	508
VALLEY	90
WASHINGTON	14
<b>GRAND TOTAL</b>	<b>25,246</b>

## Appendix P – Classified Total Separations by Agency FY 2017-2021

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Accountancy, Board of*	3	200%	0	0%	0	0%	0	0%	0	0%
Administration, Department of	24	22%	19	18%	10	10%	33	30%	18	15%
Aging, Commission on	2	17%	1	9%	1	9%	2	17%	1	9%
Agriculture, Department of	33	18%	35	18%	32	17%	31	17%	34	19%
Blind & Visually Impaired Commission	1	3%	2	5%	4	10%	2	5%	3	8%
Boise State University	71	14%	93	17%	97	18%	85	15%	94	17%
Brand Inspector, State	4	12%	3	9%	2	6%	2	6%	4	13%
Building Safety, Division of*	153	227%	20	15%	11	8%	11	9%	14	12%
Career & Technical Education	3	29%	1	9%	1	9%	5	45%	3	26%
Commerce, Department of	4	13%	6	18%	10	29%	4	11%	2	6%
Conservation, Soil & Water	4	26%	3	18%	1	6%	4	23%	3	18%
Correction, Department of	379	21%	271	14%	288	16%	328	18%	318	17%
Dentistry, Board of*	2	200%	0	0%	0	0%	0	0%	1	50%
Education Board	1	15%	4	73%	0	0%	6	109%	2	36%
Endowment Fund Investment Board	0	0%	0	0%	1	50%	0	0%	1	50%
Engineers & Land Surveyors, Board of*	2	200%	0	0%	0	0%	0	0%	0	0%
Environmental Quality, Department of	36	11%	43	13%	51	15%	33	10%	44	13%
Finance, Department of	10	17%	12	20%	8	13%	4	7%	4	7%
Fish & Game, Department of	66	13%	54	10%	40	7%	44	8%	52	10%
Health & Welfare, Department of	489	18%	473	17%	445	17%	450	17%	436	16%
Health District 1 (Panhandle)	31	28%	20	18%	22	20%	28	25%	26	23%
Health District 2 (North Central)	6	15%	6	15%	2	5%	8	19%	8	17%
Health District 3 (Southwest)	20	24%	20	24%	13	15%	6	7%	16	17%
Health District 4 (Central)	20	20%	29	29%	27	27%	15	15%	24	22%
Health District 5 (South Central)	18	27%	6	9%	9	14%	9	13%	6	9%
Health District 6 (Southeastern)	14	19%	5	7%	7	10%	11	15%	9	12%
Health District 7 (Eastern)	16	20%	17	20%	11	12%	13	14%	11	11%
Hispanic Affairs, Idaho Commission on	0	0%	0	0%	0	0%	0	0%	0	0%
Historical Society, Idaho State	9	19%	2	4%	15	36%	10	23%	7	16%
Human Resources, Division of	1	7%	2	15%	5	38%	2	19%	4	47%
Idaho State University	89	16%	76	13%	88	15%	91	15%	81	12%
Independent Living Council	0	0%	1	50%	2	80%	0	0%	0	0%
Industrial Commission	17	25%	15	23%	3	11%	17	23%	16	22%
Information Technology Services	12	11%	11	17%	25	36%				
Insurance, Department of	14	25%	7	12%	13	23%	12	21%	16	29%
Juvenile Corrections, Department of	70	18%	54	14%	56	14%	59	15%	50	13%

Appendix P – Classified Total Separations by Agency FY 2017-2021 (continued)

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Labor, Department of	103	20%	68	14%	53	12%	64	13%	68	13%
Lands, Department of	29	10%	39	13%	32	11%	25	9%	33	12%
Lava Hot Springs Foundation	3	21%	2	13%	1	7%	1	7%	3	25%
Lewis-Clark State College	32	32%	26	22%	16	13%	28	22%	25	20%
Libraries, Idaho Commission for	6	17%	5	14%	7	20%	5	15%	4	12%
Liquor Division, Idaho State	94	42%	44	20%	47	22%	44	21%	50	24%
Lottery Commission, Idaho State	1	13%	0	0%	0	0%	0	0%	2	25%
Medicine, Board of*	14	255%	2	20%	2	24%	3	35%	0	0%
Nursing, Board of*	16	356%	2	21%	1	12%	1	13%	0	0%
Occupational & Professional Licenses	9	7%	6	16%	6	17%	3	8%	7	21%
Outfitters & Guides Licensing Board*	5	250%	0	0%	0	0%	0	0%	2	57%
Pardons & Parole, Commission of	4	13%	10	32%	5	15%	3	9%	3	10%
Parks & Recreation, Department of	23	16%	17	12%	29	20%	19	13%	13	9%
PERSI	8	14%	11	18%	9	15%	5	9%	17	30%
Pharmacy, Board of*	13	217%	0	0%	1	9%	3	26%	1	9%
Police, Idaho State	59	11%	52	10%	52	10%	41	8%	44	9%
Public Television, Idaho	5	8%	6	10%	6	10%	8	14%	0	0%
Public Utilities Commission	6	19%	5	15%	5	14%	6	16%	8	21%
Racing, State Commission	0	0%	0	0%	0	0%	0	0%	1	67%
Real Estate Commission*	11	200%	2	18%	3	27%	2	18%	2	17%
State Public Defense Commission	0	0%	3	100%	1	29%	0	0%	0	0%
Tax Appeals, Board of	0	0%	2	50%	1	25%	0	0%	0	0%
Tax Commission, Idaho State	54	14%	57	14%	76	18%	46	11%	44	10%
Transportation Department	219	14%	176	11%	155	10%	173	12%	209	14%
Veterans Services, Division of	90	29%	74	24%	91	29%	93	30%	114	37%
Veterinary Medicine, Board of*	3	300%	1	50%	1	50%	0	0%	1	50%
Vocational Rehabilitation, Idaho Division of	9	17%	6	11%	9	16%	11	20%	5	9%
Water Resources, Department of	16	11%	26	18%	20	13%	14	10%	16	11%
Workforce Development Council	0	0%	0	0%	1	29%				
<b>STATEWIDE</b>	<b>2,456</b>	<b>19%</b>	<b>1,953</b>	<b>15%</b>	<b>1,930</b>	<b>15%</b>	<b>1,923</b>	<b>15%</b>	<b>1,980</b>	<b>15%</b>

## Appendix Q – Classified Voluntary Separations by Agency FY 2017-2021

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Accountancy, State Board of*	3	200%	0	0%	0	0%	0	0%	0	0%
Administration, Department of	13	12%	6	6%	5	5%	25	23%	8	7%
Aging, Commission on	0	0%	0	0%	1	9%	1	9%	1	9%
Agriculture, Department of	21	11%	21	11%	23	12%	14	8%	22	13%
Blind & Visually Impaired Commission	0	0%	1	3%	1	3%	1	3%	0	0%
Boise State University	47	9%	54	10%	52	10%	53	10%	50	9%
Brand Inspector, State	4	12%	1	3%	0	0%	0	0%	0	0%
Building Safety, Division of*	140	207%	10	7%	7	5%	6	5%	6	5%
Career & Technical Education	2	19%	1	9%	1	9%	1	9%	2	17%
Commerce, Department of	2	6%	4	12%	6	17%	3	8%	1	3%
Conservation, Soil & Water	4	26%	3	18%	0	0%	2	11%	1	6%
Correction, Department of	214	12%	132	7%	164	9%	163	9%	161	8%
Dentistry, Board of*	2	200%	0	0%	0	0%	0	0%	1	50%
Education Board	1	15%	4	73%	0	0%	4	73%	1	18%
Endowment Fund Investment Board	0	0%	0	0%	1	50%	0	0%	0	0%
Engineers & Land Surveyors, Board of*	2	200%	0	0%	0	0%	0	0%	0	0%
Environmental Quality, Department of	23	7%	30	9%	23	7%	16	5%	26	8%
Finance, Department of	4	7%	6	10%	2	3%	1	2%	3	5%
Fish & Game, Department of	35	7%	23	4%	14	3%	17	3%	20	4%
Health & Welfare, Department of	259	10%	260	10%	259	10%	245	9%	229	8%
Health District 1 (Panhandle)	21	19%	11	10%	14	13%	13	12%	13	12%
Health District 2 (North Central)	2	5%	5	13%	1	2%	6	14%	6	13%
Health District 3 (Southwest)	11	13%	14	17%	4	5%	4	4%	9	10%
Health District 4 (Central)	15	15%	15	15%	15	15%	9	9%	14	13%
Health District 5 (South Central)	8	12%	3	5%	6	9%	6	9%	4	6%
Health District 6 (Southeastern)	10	14%	3	4%	7	10%	7	10%	6	8%
Health District 7 (Eastern)	7	9%	13	15%	6	7%	7	7%	7	7%
Hispanic Affairs, Idaho Commission on	0	0%	0	0%	0	0%	0	0%	0	0%
Historical Society, Idaho State	6	13%	1	2%	12	29%	5	12%	3	7%
Human Resources, Division of	1	7%	1	7%	4	31%	1	10%	1	12%
Idaho State University	49	9%	44	8%	47	8%	53	9%	44	7%
Independent Living Council	0	0%	1	50%	2	80%	0	0%	0	0%
Industrial Commission	12	18%	6	9%	15	21%	8	11%	8	11%
Information Technology Services	5	4%	6	9%	2	7%				
Insurance, Department of	10	18%	3	5%	8	14%	4	7%	11	20%
Juvenile Corrections, Department of	49	13%	34	9%	33	8%	39	10%	29	7%
Labor, Department of	51	10%	27	6%	27	6%	31	6%	36	7%
Lands, Department of	17	6%	24	8%	17	6%	13	5%	14	5%
Lava Hot Springs Foundation	2	14%	0	0%	0	0%	0	0%	1	8%
Lewis-Clark State College	17	17%	14	12%	11	9%	14	11%	16	13%
Libraries, Idaho Commission for	4	11%	3	8%	3	8%	1	3%	1	3%
Liquor Division, Idaho State	35	16%	18	8%	15	7%	24	11%	22	11%

Appendix Q – Classified Voluntary Separations by Agency FY 2017-2021 (continued)

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Lottery Commission, Idaho State	1	13%	0	0%	0	0%	0	0%	1	13%
Medicine, Board of*	11	200%	1	10%	2	24%	3	35%	0	0%
Nursing, Board of*	12	267%	0	0%	1	12%	0	0%	0	0%
Occupational & Professional Licenses	5	4%	2	5%	2	6%	3	8%	2	6%
Outfitters & Guides Licensing Board*	4	200%	0	0%	0	0%	0	0%	1	29%
Pardons & Parole, Commission of	3	10%	8	26%	4	12%	1	3%	3	10%
Parks & Recreation, Department of	9	6%	10	7%	12	8%	12	8%	10	7%
PERSI	5	9%	7	12%	5	8%	2	3%	6	11%
Pharmacy, Board of*	11	183%	0	0%	1	9%	1	9%	1	9%
Police, Idaho State	34	6%	21	4%	12	2%	18	4%	19	4%
Public Television, Idaho	5	8%	6	10%	2	3%	4	7%	0	0%
Public Utilities Commission	6	19%	3	9%	2	5%	1	3%	4	10%
Racing, State Commission	0	0%	0	0%	0	0%	0	0%	1	67%
Real Estate Commission, Idaho*	11	200%	0	0%	1	9%	0	0%	1	9%
State Public Defense Commission	0	0%	2	67%	1	29%	0	0%	0	0%
Tax Appeals, Board of	0	0%	0	0%	0	0%	0	0%	0	0%
Tax Commission, Idaho State	29	7%	30	7%	45	11%	24	6%	21	5%
Transportation, Department of	95	6%	82	5%	61	4%	58	4%	63	4%
Veterans Services, Division of	41	13%	31	10%	45	15%	43	14%	45	14%
Veterinary Medicine, Board of*	1	100%	0	0%	1	50%	0	0%	1	50%
Vocational Rehabilitation, Division of	5	9%	1	2%	4	7%	8	15%	0	0%
Water Resources, Department of	13	9%	13	9%	11	7%	10	7%	8	6%
Workforce Development Council	0	0%	0	0%	0	0%				
<b>STATEWIDE</b>	<b>1,409</b>	<b>11%</b>	<b>1,019</b>	<b>8%</b>	<b>1,020</b>	<b>8%</b>	<b>985</b>	<b>8%</b>	<b>964</b>	<b>7%</b>

\*Moved within the Division of Occupational and Professional Licenses 07/01/2021

## Appendix R – Classified Involuntary Separations by Agency FY 2017-2021

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Accountancy, State Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Administration, Department of	7	6%	6	6%	2	2%	4	4%	3	3%
Aging, Commission on	0	0%	0	0%	0	0%	0	0%	0	0%
Agriculture, Department of	3	2%	7	4%	6	3%	9	5%	8	5%
Blind & Visually Impaired Commission	0	0%	0	0%	2	5%	0	0%	0	0%
Boise State University	16	3%	24	4%	25	5%	14	3%	30	5%
Brand Inspector, State	0	0%	0	0%	1	3%	0	0%	1	3%
Building Safety, Division of*	10		5	4%	3	2%	2	2%	4	3%
Career & Technical Education	0	0%	0	0%	0	0%	2	18%	1	9%
Commerce, Department of	0	0%	1	3%	3	9%	1	3%	1	3%
Conservation, Soil & Water	0	0%	0	0%	1	6%	1	6%	1	6%
Correction, Department of	127	7%	98	5%	91	5%	124	7%	117	6%
Dentistry, Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Education Board	0	0%	0	0%	0	0%	2	36%	0	0%
Endowment Fund Investment Board	0	0%	0	0%	0	0%	0	0%	0	0%
Engineers & Land Surveyors, Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Environmental Quality, Department of	2	1%	4	1%	11	3%	3	1%	3	1%
Finance, Department of	3	5%	2	3%	2	3%	0	0%	0	0%
Fish & Game, Department of	6	1%	8	1%	3	1%	9	2%	11	2%
Health & Welfare, Department of	162	6%	158	6%	115	4%	140	5%	144	5%
Health District 1 (Panhandle)	7	6%	5	5%	6	6%	12	11%	6	5%
Health District 2 (North Central)	2	5%	0	0%	0	0%	1	2%	0	0%
Health District 3 (Southwest)	6	7%	3	4%	8	9%	2	2%	3	3%
Health District 4 (Central)	5	5%	9	9%	8	8%	4	4%	5	5%
Health District 5 (South Central)	7	11%	1	2%	2	3%	2	3%	1	1%
Health District 6 (Southeastern)	4	5%	1	1%	0	0%	1	1%	1	1%
Health District 7 (Eastern)	7	9%	1	1%	4	4%	3	3%	2	2%
Hispanic Affairs, Idaho Commission on	0	0%	0	0%	0	0%	0	0%	0	0%
Historical Society, Idaho State	2	4%	1	2%	2	5%	0	0%	1	2%
Human Resources, Division of	0	0%	1	7%	1	8%	1	10%	3	35%
Idaho State University	15	3%	15	3%	22	4%	17	3%	25	4%
Independent Living Council	0	0%	0	0%	0	0%	0	0%	0	0%
Industrial Commission	1	1%	4	6%	5	7%	4	5%	5	7%
Information Technology Services	4	4%	3	5%	0	0%				
Insurance, Department of	2	4%	1	2%	1	2%	5	9%	4	7%
Juvenile Corrections, Department of	12	3%	13	3%	12	3%	12	3%	17	4%
Labor, Department of	29	6%	21	4%	3	1%	7	1%	9	2%
Lands, Department of	3	1%	6	2%	2	1%	3	1%	9	3%
Lava Hot Springs Foundation	0	0%	1	7%	1	7%	0	0%	2	17%
Lewis-Clark State College	11	11%	5	4%	4	3%	12	10%	3	2%
Libraries, Idaho Commission for	0	0%	1	3%	2	6%	0	0%	0	0%
Liquor Division, Idaho State	37	16%	19	9%	18	8%	15	7%	21	10%
Lottery Commission, Idaho State	0	0%	0	0%	0	0%	0	0%	1	13%

Appendix R – Classified Involuntary Separations by Agency FY 2017-2021 (continued)

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Medicine, Board of*	2		1	10%	0	0%	0	0%	0	0%
Nursing, Board of*	4		0	0%	0	0%	1	13%	0	0%
Occupational & Professional Licenses	2	1%	0	0%	2	6%	0	0%	3	9%
Outfitters & Guides Licensing Board*	1		0	0%	0	0%	0	0%	1	29%
Pardons & Parole, Commission of	1	3%	1	3%	0	0%	0	0%	0	0%
Parks & Recreation, Department of	6	4%	3	2%	5	3%	3	2%	0	0%
PERSI	2	3%	1	2%	1	2%	1	2%	6	11%
Pharmacy, Board of*	2		0	0%	0	0%	1	9%	0	0%
Police, Idaho State	10	2%	20	4%	22	4%	17	3%	15	3%
Public Television, Idaho	0	0%	0	0%	1	2%	1	2%	0	0%
Public Utilities Commission	0	0%	1	3%	1	3%	2	5%	3	8%
Racing, State Commission	0	0%	0	0%	0	0%	0	0%	0	0%
Real Estate Commission, Idaho*	0	0%	1	9%	2	18%	2	18%	1	9%
State Public Defense Commission	0	0%	1	33%	0	0%	0	0%	0	0%
Tax Appeals, Board of	0	0%	2	50%	0	0%	0	0%	0	0%
Tax Commission, Idaho State	11	3%	11	3%	14	3%	5	1%	7	2%
Transportation, Department of	48	3%	33	2%	42	3%	42	3%	47	3%
Veterans Services, Division of	37	12%	34	11%	36	12%	39	13%	63	20%
Veterinary Medicine, Board of*	1		0	0%	0	0%	0	0%	0	0%
Vocational Rehabilitation, Division of	1	2%	3	5%	3	5%	2	4%	2	4%
Water Resources, Department of	0	0%	3	2%	1	1%	1	1%	5	4%
Workforce Development Council	0	0%	0	0%	1	29%				
<b>STATEWIDE</b>	<b>618</b>	<b>5%</b>	<b>539</b>	<b>4%</b>	<b>497</b>	<b>4%</b>	<b>529</b>	<b>4%</b>	<b>595</b>	<b>5%</b>

\*Moved within the Division of Occupational and Professional Licenses 07/01/2021

## Appendix S – Classified Retirement Turnover by Agency FY 2017-2021

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Accountancy, State Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Administration, Department of	4	4%	7	7%	3	3%	4	4%	7	6%
Aging, Commission on	2	17%	1	9%	0	0%	1	9%	0	0%
Agriculture, Department of	9	5%	7	4%	3	2%	8	4%	4	2%
Blind & Visually Impaired Commission	1	3%	1	3%	1	3%	1	3%	3	8%
Boise State University	8	2%	15	3%	20	4%	18	3%	14	3%
Brand Inspector, State	0	0%	2	6%	1	3%	2	6%	3	10%
Building Safety, Division of*	3	0%	5	4%	1	1%	3	2%	4	3%
Career & Technical Education	1	10%	0	0%	0	0%	2	18%	0	0%
Commerce, Department of	2	6%	1	3%	1	3%	0	0%	0	0%
Conservation, Soil & Water	0	0%	0	0%	0	0%	1	6%	1	6%
Correction, Department of	38	2%	41	2%	33	2%	40	2%	40	2%
Dentistry, Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Education Board	0	0%	0	0%	0	0%	0	0%	1	18%
Endowment Fund Investment Board	0	0%	0	0%	0	0%	0	0%	1	50%
Engineers & Land Surveyors, Board of*	0	0%	0	0%	0	0%	0	0%	0	0%
Environmental Quality, Department of	11	3%	9	3%	17	5%	14	4%	15	4%
Finance, Department of	3	5%	4	7%	4	6%	3	5%	1	2%
Fish & Game, Department of	25	5%	23	4%	23	4%	18	3%	21	4%
Health & Welfare, Department of	68	3%	55	2%	71	3%	63	2%	63	2%
Health District 1 (Panhandle)	3	3%	4	4%	2	2%	3	3%	7	6%
Health District 2 (North Central)	2	5%	1	3%	1	2%	1	2%	2	4%
Health District 3 (Southwest)	3	4%	3	4%	1	1%	0	0%	4	4%
Health District 4 (Central)	0	0%	5	5%	4	4%	2	2%	5	5%
Health District 5 (South Central)	3	5%	2	3%	1	2%	1	1%	1	1%
Health District 6 (Southeastern)	0	0%	1	1%	0	0%	3	4%	2	3%
Health District 7 (Eastern)	2	2%	3	4%	1	1%	3	3%	2	2%
Hispanic Affairs, Idaho Commission on	0	0%	0	0%	0	0%	0	0%	0	0%
Historical Society, Idaho State	1	2%	0	0%	1	2%	5	12%	3	7%
Human Resources, Division of	0	0%	0	0%	0	0%	0	0%	0	0%
Idaho State University	25	4%	17	3%	19	3%	21	3%	12	2%
Independent Living Council	0	0%	0	0%	0	0%	0	0%	0	0%
Industrial Commission	4	6%	5	8%	5	7%	5	7%	3	4%
Information Technology Services	3	3%	2	3%	1	4%				
Insurance, Department of	2	4%	3	5%	4	7%	3	5%	1	2%
Juvenile Corrections, Department of	9	2%	7	2%	11	3%	7	2%	4	1%
Labor, Department of	23	4%	20	4%	23	5%	26	5%	23	5%
Lands, Department of	9	3%	9	3%	13	4%	8	3%	10	4%
Lava Hot Springs Foundation	1	7%	1	7%	0	0%	1	7%	0	0%
Lewis-Clark State College	4	4%	7	6%	1	1%	2	2%	6	5%
Libraries, Idaho Commission for	2	6%	1	3%	2	6%	4	12%	3	9%
Liquor Division, Idaho State	22	10%	7	3%	14	6%	5	2%	7	3%
Lottery Commission, Idaho State	0	0%	0	0%	0	0%	0	0%	0	0%

Appendix S – Classified Retirement Turnover by Agency FY 2017-2021 (continued)

AGENCY NAME	FY 2021 Count	FY 2021 Rate	FY 2020 Count	FY 2020 Rate	FY 2019 Count	FY 2019 Rate	FY 2018 Count	FY 2018 Rate	FY 2017 Count	FY 2017 Rate
Medicine, Board of*	1	0%	0	0%	0	0%	0	0%	0	0%
Nursing, Board of*	0	0%	2	21%	0	0%	0	0%	0	0%
Occupational & Professional Licenses	2	1%	4	11%	2	6%	0	0%	2	6%
Outfitters & Guides Licensing Board*	0	0%	0	0%	0	0%	0	0%	0	0%
Pardons & Parole, Commission of	0	0%	1	3%	1	3%	2	6%	0	0%
Parks & Recreation, Department of	8	5%	4	3%	12	8%	4	3%	3	2%
PERSI	1	2%	3	5%	3	5%	2	3%	5	9%
Pharmacy, Board of*	0	0%	0	0%	0	0%	1	9%	0	0%
Police, Idaho State	15	3%	11	2%	18	3%	6	1%	10	2%
Public Television, Idaho	0	0%	0	0%	3	5%	3	5%	0	0%
Public Utilities Commission	0	0%	1	3%	2	5%	3	8%	1	3%
Racing, State Commission	0	0%	0	0%	0	0%	0	0%	0	0%
Real Estate Commission, Idaho*	0	0%	1	9%	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%	1	25%	0	0%	0	0%
Tax Commission, Idaho State	14	4%	16	4%	17	4%	17	4%	16	4%
Transportation, Department of	76	5%	61	4%	52	3%	73	5%	99	7%
Veterans Services, Division of	12	4%	9	3%	10	3%	11	4%	6	2%
Veterinary Medicine, Board of*	1	0%	1	50%	0	0%	0	0%	0	0%
Vocational Rehabilitation, Division of	3	6%	2	4%	2	4%	1	2%	3	6%
Water Resources, Department of	3	2%	10	7%	8	5%	3	2%	3	2%
Workforce Development Council	0	0%	0	0%	0	0%				
<b>STATEWIDE</b>	<b>429</b>	<b>3%</b>	<b>395</b>	<b>3%</b>	<b>413</b>	<b>3%</b>	<b>404</b>	<b>3%</b>	<b>421</b>	<b>3%</b>

## Appendix T – Classified Turnover by Separation Code

<b>REASON FOR LEAVING</b>	<b>FY 2021 SEPARATION COUNT</b>	<b>FY 2021 % of TURNOVER</b>
<b>Separation - Personal</b>	1,131	8.70%
<b>Separation - Retirement</b>	425	3.27%
<b>Transfer to Other Agency</b>	371	2.85%
<b>Separation - Private Sector Job</b>	208	1.60%
<b>Failure to Complete Entrance Probation</b>	64	0.49%
<b>Termination - Dismissal</b>	55	0.42%
<b>Separation - Layoff/Medical</b>	52	0.40%
<b>Separation - County Job</b>	28	0.22%
<b>Separation - Layoff/Budget Restriction</b>	28	0.22%
<b>Separation - Federal Job</b>	26	0.20%
<b>Separation - City Job</b>	19	0.15%
<b>Separation - Death</b>	14	0.11%
<b>Separation - State Job (Excluding Idaho)</b>	14	0.11%
<b>Separation - Layoff/Shortage of Work</b>	7	0.05%
<b>Separation - School District Job</b>	5	0.04%
<b>Separation - Medical Retirement</b>	4	0.03%
<b>Separation - Military</b>	3	0.02%
<b>Separation - Entrance Probation/RIF</b>	2	0.02%
<b>Separation - Appt Expires/Temporary</b>	0	0.00%
<b>GRAND TOTAL</b>	<b>2,456</b>	<b>18.89%</b>

## Appendix U – Classified Average Pay Rate and Turnover by Pay Grade

PAY GRADE	EMPLOYEE COUNT	AVERAGE PAY RATE	AVERAGE COMPA-RATIO	FY 2021 TURNOVER RATE
D	1	\$11.99	103%	0%
E	192	\$12.36	95%	49%
F	219	\$12.86	88%	83%
G	580	\$15.24	91%	55%
H	1,313	\$16.70	87%	50%
I	1,989	\$19.93	89%	53%
J	1,941	\$21.94	87%	33%
K	1,601	\$24.52	87%	41%
L	2,205	\$28.00	88%	28%
M	1,527	\$32.40	90%	24%
N	681	\$37.12	93%	24%
O	232	\$42.35	98%	21%
P	232	\$46.11	98%	23%
Q	20	\$56.96	109%	20%
R	3	\$63.20	109%	0%
V	9	\$113.71	120%	0%

## Appendix V – Vacancy Rate by Agency FY 2021

Agency Name	Vacant Classified FTP	Vacant Non-Classified FTP	Combined Vacant FTP	Regular Non-Classified FTP	Regular Classified FTP	Combined Regular FTP	Vacancy Rate
Accountancy, State Board of*	0	0	0	0	0	0	
Administration, Department of	9	0	9	7	106	113	7%
Aging, Commission on	1	0	1	1	11	12	8%
Agriculture, Department of	15	1	16	9	182	191	8%
Arts, Commission on the	0	0	0	8	0	8	0%
Attorney General	0	15	15	201	0	201	7%
Blind & Visually Impaired Commission	0	0	0	1	40	41	0%
Boise State University	51	151	202	1,970	483	2,453	8%
Brand Inspector, State	3	0	3	5	31	36	8%
Building Safety, Division of*	0	0	0	0	0	0	
Career & Technical Education	1	2	3	33	10	43	7%
Commerce, Department of	7	0	7	4	31	35	17%
Conservation, Soil & Water	2	1	3	0	15	15	17%
Controller, Office of the State	0	6	6	91	0	91	6%
Correction, Department of	343	1	344	22	1,761	1,783	16%
Correctional Industries	0	9	9	35	0	35	20%
Dentistry, Board of*	0	0	0	0	0	0	
Drug Policy, Office of	0	1	1	5	0	5	17%
Education Board	0	1	1	43	4	47	2%
Endowment Fund Investment Board	0	0	0	2	2	4	0%
Energy & Minerals Resources, Office of	0	0	0	8	0	8	0%
Engineers & Land Surveyors, Board of*	0	0	0	0	0	0	
Environmental Quality, Department of	32	0	32	14	326	340	9%
Finance, Department of	3	0	3	2	61	63	5%
Financial Management, Division of	0	1	1	18	0	18	5%
Fish & Game, Department of	32	0	32	5	504	509	6%
Governor, Office of the	0	3	3	18	0	18	14%
Health & Welfare, Department of	310	1	311	26	2,658	2,684	10%
Health District 1 (Panhandle)	15	0	15	4	107	111	12%
Health District 2 (North Central)	3	0	3	5	44	49	6%
Health District 3 (Southwest)	15	0	15	5	82	87	15%
Health District 4 (Central)	14	0	14	5	100	105	12%
Health District 5 (South Central)	10	0	10	3	67	70	12%
Health District 6 (Southeastern)	13	0	13	4	78	82	14%
Health District 7 (Eastern)	13	0	13	6	72	78	14%

Appendix V – Vacancy Rate by Agency FY 2021 (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
Hispanic Affairs, Idaho Commission on	0	0	0	2	1	3	0%
Historical Society, Idaho State	5	0	5	3	47	50	9%
House of Representatives	0	0	0	1	0	1	0%
Human Resources, Division of	0	0	0	2	15	17	0%
Idaho State University	44	87	131	1,165	535	1,699	7%
Independent Living Council	0	0	0	1	3	4	0%
Industrial Commission	4	3	7	56	65	121	5%
Information Technology Services	3	0	3	2	129	131	2%
Insurance, Department of	4	0	4	15	53	68	6%
Judicial Branch	0	21	21	350	0	350	6%
Juvenile Corrections, Department of	33	0	33	9	368	377	8%
Labor, Department of	75	1	76	13	522	535	12%
Lands, Department of	22	0	22	12	287	299	7%
Lava Hot Springs Foundation	1	0	1	1	14	15	6%
Legislative Services Office	0	0	0	64	0	64	0%
Lewis-Clark State College	8	17	25	315	85	400	6%
Libraries, Idaho Commission for	3	0	3	2	32	34	8%
Lieutenant Governor, Office of	0	1	1	2	0	2	33%
Liquor Division, Idaho State	17	0	17	4	216	220	7%
Lottery Commission, Idaho State	0	0	0	35	8	43	0%
Medicine, Board of*	0	0	0	0	0	0	
Military Division	0	33	33	377	0	377	8%
Nursing, Board of*	0	0	0	0	0	0	
Occupational & Professional Licenses	1	2	3	1	40	41	7%
Outfitters & Guides Licensing Board*	0	0	0	0	0	0	
Pardons & Parole, Commission of	3	0	3	2	32	34	8%
Parks & Recreation, Department of	8	0	8	5	141	146	5%
Performance Evaluations, Office of	0	2	2	7	0	7	22%
PERSI	4	1	5	6	59	65	7%
Pharmacy, Board of*	0	0	0	0	0	0	
Police, Idaho State	39	0	39	5	521	526	7%
Public Defense Commission	1	0	1	2	4	6	14%
Public Television, Idaho	2	2	4	6	59	65	6%
Public Utilities Commission	6	0	6	8	30	38	14%
Racing, State Commission	0	0	0	0	1	1	0%
Real Estate Commission, Idaho*	0	0	0	0	0	0	
Secretary of State, Office of	0	5	5	26	0	26	16%

Appendix V – Vacancy Rate by Agency FY 2021 (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
Senate	0	3	3	1	0	1	75%
Species Conservation, Office of	0	2	2	13	0	13	13%
State Appellate Public Defender	0	0	0	24	0	24	0%
State Insurance Fund	0	20	20	234	0	234	8%
STEM Action Center	0	0	0	6	0	6	0%
Superintendent of Public Instruction	0	6	6	116	0	116	5%
Tax Appeals, Board of	0	0	0	1	3	4	0%
Tax Commission, Idaho State	36	1	37	11	390	401	8%
Transportation, Department of	140	0	140	22	1,578	1,600	8%
Treasurer, Office of the State	0	3	3	25	0	25	11%
University of Idaho	0	250	250	2,169	0	2,169	10%
Veterans Services, Division of	43	0	43	6	315	321	12%
Veterinary Medicine, Board of*	0	0	0	0	0	0	
Vocational Rehabilitation, Division of	3	6	9	90	49	138	6%
Water Resources, Department of	8	0	8	3	138	141	5%
Workforce Development Council	0	0	0	1	4	5	0%
<b>STATEWIDE</b>	<b>1,403</b>	<b>659</b>	<b>2,062</b>	<b>7,778</b>	<b>12,517</b>	<b>20,295</b>	<b>9%</b>

## Appendix W – Total Retirement Forecast by Agency Calendar Years 2021-2051

AGENCY NAME	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
Administration, Department of	2	10	39	47	13	111
Aging, Commission on		1	9	6	1	17
Agriculture, Department of	12	12	56	108	114	302
Arts, Commission on the	1		4	2		7
Attorney General	13	18	58	86	33	208
Blind & Visually Impaired Commission	2	4	17	16	3	42
Boise State University			1	1		2
Brand Inspector, State	5	6	14	15	1	41
Career & Technical Education		4	10	20	6	40
Commerce, Department of		2	14	18	7	41
Conservation, Soil & Water	2	2	4	5	3	16
Controller, Office of the State	5	9	28	39	33	114
Correction, Department of	68	158	571	682	271	1,750
Correctional Industries		2	16	11	6	35
Drug Policy, Office of			3	1	2	6
Education Board		2	28	20	9	59
Endowment Fund Investment Board		1	3			4
Energy & Minerals Resources, Office of	1			1	6	8
Environmental Quality, Department of	12	41	102	119	69	343
Finance, Department of		4	18	26	16	64
Financial Management, Division of		1	4	9	4	18
Fish & Game, Department of	36	46	182	199	193	656
Governor, Office of the	1		2	7	7	17
Health & Welfare, Department of	67	163	727	1,183	741	2,881
Health District 1 (Panhandle)		5	43	58	32	138
Health District 2 (North Central)	2	4	22	14	16	58
Health District 3 (Southwest)		8	29	28	41	106
Health District 4 (Central)	2	8	29	50	46	135
Health District 5 (South Central)	2	8	22	27	22	81
Health District 6 (Southeastern)	3	8	25	23	35	94
Health District 7 (Eastern)	4	7	33	34	27	105
Hispanic Affairs, Idaho Commission on		1	2			3
Historical Society, Idaho State		2	15	19	19	55
House of Representatives	1	1	27	35	4	68
Human Resources, Division of		2	1	8	4	15
Idaho State University	1			1		2

Appendix W – Total Retirement Forecast by Agency Calendar Years 2021-2051 (continued)

<b>AGENCY NAME</b>	<b>Fewer than 5 years</b>	<b>5-9 years</b>	<b>10-19 years</b>	<b>20-29 years</b>	<b>30 years or more</b>	<b>Total</b>
<b>Independent Living Council</b>			3	1		4
<b>Industrial Commission</b>	3	12	27	53	28	123
<b>Information Technology Services</b>	2	9	40	51	25	127
<b>Insurance, Department of</b>	2	6	19	28	9	64
<b>Judicial Branch</b>		4	122	183	43	352
<b>Juvenile Corrections, Department of</b>	11	23	117	135	87	373
<b>Labor, Department of</b>	20	52	196	185	76	529
<b>Lands, Department of</b>	15	22	114	134	80	365
<b>Lava Hot Springs Foundation</b>		1	7	10	2	20
<b>Legislative Services Office</b>	2	3	16	19	28	68
<b>Lewis-Clark State College</b>	13	32	136	145	76	402
<b>Libraries, Idaho Commission for</b>	1	4	10	17	5	37
<b>Lieutenant Governor, Office of</b>			1		1	2
<b>Liquor Division, Idaho State</b>	1	14	65	98	55	233
<b>Lottery Commission, Idaho State</b>	1	5	19	15	6	46
<b>Military Division</b>	6	14	109	194	90	413
<b>Occupational &amp; Professional Licenses</b>	7	23	102	108	27	267
<b>Pardons &amp; Parole, Commission of</b>	2	9	13	9	1	34
<b>Parks &amp; Recreation, Department of</b>	6	11	50	54	36	157
<b>Performance Evaluations, Office of</b>		1		4	3	8
<b>PERSI</b>	3	3	27	26	7	66
<b>Police, Idaho State</b>	19	63	179	192	87	540
<b>Public Charter School Commission</b>			4	4	1	9
<b>Public Defense Commission</b>			1	5		6
<b>Public Television, Idaho</b>	8	9	22	19	8	66
<b>Public Utilities Commission</b>	5	1	15	13	2	36
<b>Racing, State Commission</b>	1					1
<b>Secretary of State, Office of</b>	1	2	10	6	8	27
<b>Senate</b>		1	18	13	1	33
<b>Species Conservation, Office of</b>			2	7	5	14
<b>State Appellate Public Defender</b>			9	10	5	24
<b>State Insurance Fund</b>	7	23	84	96	45	255
<b>STEM Action Center</b>			1	2	3	6
<b>Superintendent of Public Instruction</b>	1	5	33	52	26	117
<b>Tax Appeals, Board of</b>			1	2	1	4
<b>Tax Commission, Idaho State</b>	30	32	143	134	59	398
<b>Transportation, Department of</b>	80	162	476	539	353	1,610
<b>Treasurer, Office of the State</b>	1	5	7	8	5	26
<b>University of Idaho</b>			1	3		4

*Appendix W – Total Retirement Forecast by Agency Calendar Years 2021-2051 (continued)*

<b>AGENCY NAME</b>	<b>Fewer than 5 years</b>	<b>5-9 years</b>	<b>10-19 years</b>	<b>20-29 years</b>	<b>30 years or more</b>	<b>Total</b>
<b>Veterans Services, Division of</b>	6	20	93	141	59	319
<b>Vocational Rehabilitation, Division of</b>	3	13	39	50	36	141
<b>Water Resources, Department of</b>	8	11	48	45	35	147
<b>Workforce Development Council</b>			1	4	1	6
<b>STATEWIDE</b>	<b>507</b>	<b>1,135</b>	<b>4,538</b>	<b>5,732</b>	<b>3,209</b>	<b>15,121</b>

## Appendix X – Classified Retirement Forecast by Agency Calendar Years 2021-2051

AGENCY NAME	Fewer than 5 years	5-9 years	10-19 years	20-29 years	30 years or more	Total
Administration, Department of	2	9	35	45	13	104
Aging, Commission on		1	6	4	1	12
Agriculture, Department of	7	10	37	71	62	187
Blind & Visually Impaired Commission	2	4	16	14	3	39
Boise State University			1	1		2
Brand Inspector, State	4	5	8	15	1	33
Career & Technical Education		1	1	4	2	8
Commerce, Department of		2	10	12	6	30
Conservation, Soil & Water	2	2	3	4	3	14
Controller, Office of the State			1	1		2
Correction, Department of	67	150	560	677	271	1,725
Education Board			2	3	3	8
Endowment Fund Investment Board		1	1			2
Environmental Quality, Department of	9	39	92	115	68	323
Finance, Department of		4	16	26	16	62
Fish & Game, Department of	33	44	153	175	110	515
Health & Welfare, Department of	65	157	702	1,135	647	2,706
Health District 1 (Panhandle)		3	28	55	22	108
Health District 2 (North Central)	1	4	14	13	12	44
Health District 3 (Southwest)		8	20	23	26	77
Health District 4 (Central)	1	7	26	36	39	109
Health District 5 (South Central)	2	6	16	23	20	67
Health District 6 (Southeastern)	3	8	19	16	24	70
Health District 7 (Eastern)	4	6	25	26	15	76
Hispanic Affairs, Idaho Commission on			1			1
Historical Society, Idaho State		1	10	17	19	47
Human Resources, Division of		2		8	4	14
Idaho State University				1		1
Independent Living Council			2	1		3
Industrial Commission	1		12	31	21	65
Information Technology Services	2	9	39	50	25	125
Insurance, Department of	2	3	19	20	6	50
Juvenile Corrections, Department of	10	23	111	133	87	364
Labor, Department of	18	51	191	177	75	512
Lands, Department of	13	18	100	112	52	295
Lava Hot Springs Foundation		1	5	9	1	16
Lewis-Clark State College	3	5	29	29	23	89
Libraries, Idaho Commission for	1	3	9	17	5	35

Appendix X – Classified Retirement Forecast by Agency Calendar Years 2021-2051 (continued)

<b>AGENCY NAME</b>	<b>Fewer than 5 years</b>	<b>5-9 years</b>	<b>10-19 years</b>	<b>20-29 years</b>	<b>30 years or more</b>	<b>Total</b>
Liquor Division, Idaho State	1	14	62	96	55	228
Lottery Commission, Idaho State		1	4	2	1	8
Occupational & Professional Licenses	7	20	83	92	27	229
Pardons & Parole, Commission of	2	9	12	8	1	32
Parks & Recreation, Department of	6	11	45	47	33	142
PERSI	1	3	25	24	7	60
Police, Idaho State	19	59	177	192	87	534
Public Charter School Commission				1		1
Public Defense Commission				4		4
Public Television, Idaho	8	6	19	14	7	54
Public Utilities Commission	3	1	11	11	2	28
Racing, State Commission	1					1
Tax Appeals, Board of				2	1	3
Tax Commission, Idaho State	29	30	137	131	59	386
Transportation, Department of	78	159	463	526	349	1,575
University of Idaho				1		1
Veterans Services, Division of	6	19	84	137	50	296
Vocational Rehabilitation, Division of	3	3	12	19	13	50
Water Resources, Department of	7	11	44	44	34	140
Workforce Development Council				4	1	5
<b>STATEWIDE</b>	<b>423</b>	<b>933</b>	<b>3,498</b>	<b>4,454</b>	<b>2,409</b>	<b>11,717</b>

## 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
Administration, Department of	28	49	3	10	4	21	6	5
Aging, Commission on	2	50	1	16	4	16	1	13
Agriculture, Department of	77	57	8	10	5	26	4	5
Blind & Visually Impaired Commission	1	40	1	15	3	8	0	13
Boise State University	51	42	0	8	5	20	5	4
Building Safety, Division of*	11	40	0	6	1	15	5	13
Career & Technical Education	10	36	3	8	1	13	7	5
Commerce, Department of	5	56	1	10	9	18	14	4
Conservation, Soil & Water	4	49	2	12	7	20	4	5
Correction, Department of	329	78	2	28	21	15	9	4
Correctional Industries	11	78	11	10	6	36	13	2
Environmental Quality, Department of	74	73	13	12	1	22	2	23
Finance, Department of	15	66	5	12	8	28	4	9
Fish & Game, Department of	87	79	6	16	8	36	4	10
Health & Welfare, Department of	942	65	2	38	3	12	4	6
Health District 1 (Panhandle)	41	35	4	8	2	13	0	7
Health District 2 (North Central)	11	35	6	9	3	8	1	7
Health District 3 (Southwest)	40	50	3	9	4	18	14	2
Health District 4 (Central)	31	38	2	8	3	16	1	8
Health District 5 (South Central)	25	44	4	8	2	20	5	5
Health District 6 (Southeastern)	34	23	2	6	3	7	2	3
Health District 7 (Eastern)	18	37	1	10	2	12	3	9
Historical Society, Idaho State	9	73	13	10	7	31	1	12
Human Resources, Division of	3	45	8	8	6	13	5	5
Idaho State University	99	43	0	18	2	13	5	5
Independent Living Council	1	35	1	5	1	22	2	4
Industrial Commission	35	44	8	10	5	12	5	5
Information Technology Services	41	62	14	11	2	21	7	7
Insurance, Department of	12	53	1	11	2	23	8	8
Juvenile Corrections, Department of	29	58	10	15	1	19	8	4
Labor, Department of	218	41	5	8	5	13	6	4
Lands, Department of	30	54	4	18	6	23	0	2
Lewis - Clark State College	22	43	8	9	2	18	3	4
Libraries, Idaho Commission for	4	38	3	12	2	11	4	6
Liquor Division, Idaho State	83	60	1	42	1	8	3	5
Lottery Commission, Idaho State	1	51	4	11	5	19	12	0
Medicine, Board of*	2	31	1	9	1	13	5	2

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
Military Division	56	44	5	10	4	17	2	7
Nursing, Board of*	4	53	17	9	4	15	7	2
Occupational and Professional Licenses	13	30	1	7	3	11	1	7
Outfitters & Guides Licensing Board*	1	69	17	10	6	6	0	30
Pardons & Parole, Commission of	6	87	6	9	5	57	5	5
Parks & Recreation, Department of	29	78	10	22	7	28	1	9
PERSI	13	37	3	12	3	12	4	4
Police, Idaho State	71	70	9	14	8	20	13	7
Public Defense Commission	2	46	9	7	4	13	8	7
Public Television, Idaho	11	76	17	11	9	21	16	3
Public Utilities Commission	5	54	8	9	2	24	3	7
Tax Appeals, Board of	2	44	6	10	2	22	5	0
Tax Commission, Idaho State	135	40	4	7	4	16	4	4
Transportation Department, Idaho	385	73	11	22	4	22	6	8
Veterans Services, Division of	119	45	4	20	1	10	3	6
Veterinary Medicine, Board of*	2	28	4	4	3	9	9	0
Vocational Rehabilitation, Division of	22	78	18	22	1	19	6	12
Water Resources, Department of	19	72	8	11	5	33	2	13
Workforce Development Council	1	25	1	8	8	3	0	5
<b>STATEWIDE</b>	<b>60</b>	<b>52</b>	<b>6</b>	<b>12</b>	<b>4</b>	<b>18</b>	<b>5</b>	<b>7</b>