



Change in Employee Compensation and Benefits Report

FY 2025

Submitted by: Janelle White, DHR Interim Administrator

TABLE OF CONTENTS

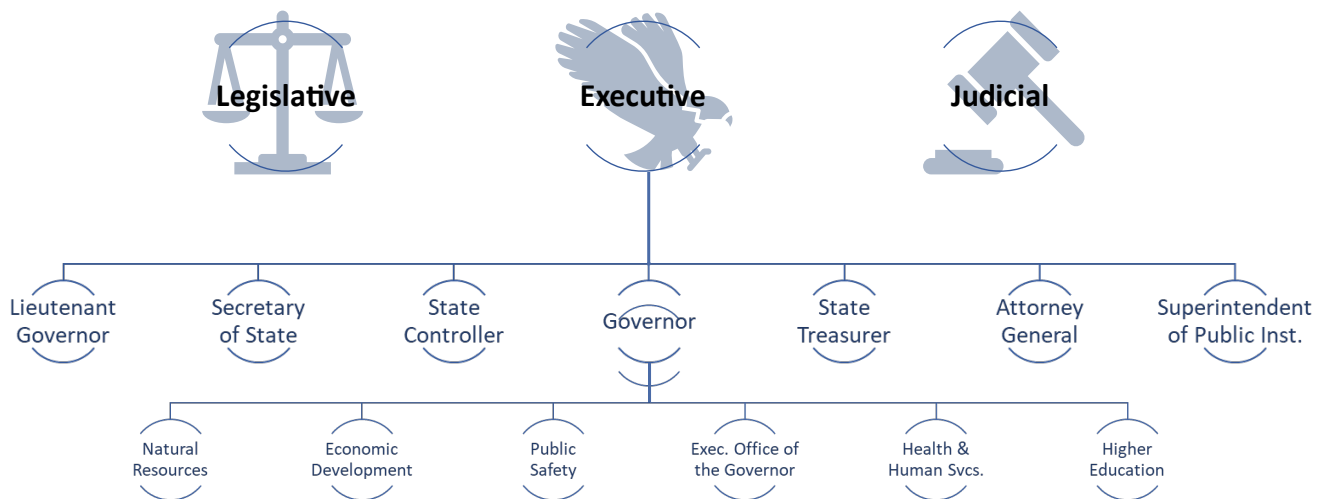
EXECUTIVE SUMMARY	3
METHODOLOGY & DATA SOURCES	8
AVERAGE TOTAL COMPENSATION	10
AVERAGE BASE SALARY	15
STATE OF IDAHO SALARY STRUCTURES	19
HEALTH CARE BENEFITS	23
PUBLIC EMPLOYEE RETIREMENT SYSTEM OF IDAHO (PERSI)	25
SICK LEAVE, VACATION LEAVE, & OTHER LEAVE BENEFITS	28
MARKET SALARY INCREASE PROJECTIONS	30
FY2025 RECOMMENDATION	31
ANNUAL TOTAL COMPENSATION PROCESS	33
APPENDIX A: Korn Ferry Report	34
APPENDIX B: Milliman Report	65
APPENDIX C: Existing Salary Structures	109
APPENDIX D: Proposed Salary Structures	110
APPENDIX E: Payline Exceptions	116
APPENDIX F: Turnover Data	117
APPENDIX G: Vacancy Rates	121
APPENDIX H: Average Salary Increase FY2024	123
APPENDIX I: 5-Year History of CEC	125
APPENDIX J: Equal Pay Data	129
APPENDIX K: Salary Savings	130

EXECUTIVE SUMMARY

OVERVIEW

The Idaho Division of Human Resources (DHR) is required by Idaho code §67-5309C to conduct surveys and provide workforce data and total compensation analysis to the governor and state legislature for their consideration. The Change in Employee Compensation and Benefits (CEC) Report provides recommendations regarding the statewide salary structures, specific occupational inequities, merit salary increases, and employee benefit packages.

The data included in this report provides a comprehensive analysis of state employee compensation compared to the current labor market, ensuring competitiveness to recruit and retain State of Idaho employees employed under the three branches of state government.

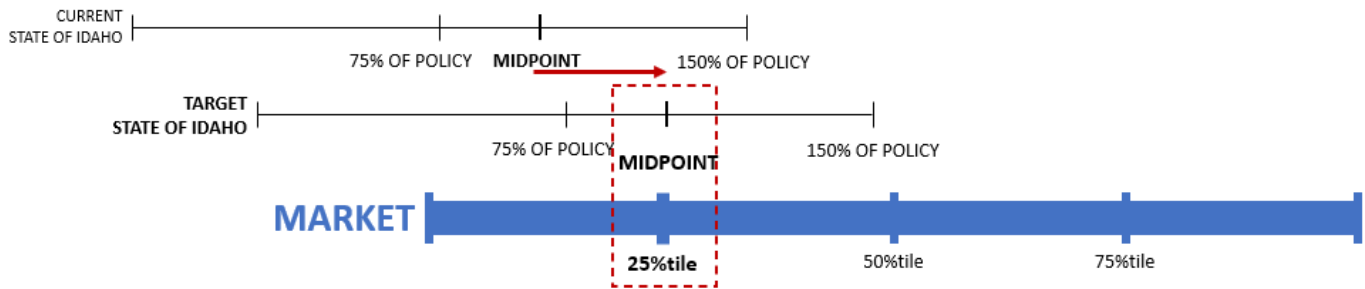


The State of Idaho employs more Idahoans than any other employer in Idaho, both public and private sector. State of Idaho jobs range from public education provided by colleges and universities; law enforcement and correctional officers; transportation services provided by snowplows and engineers; social services provided by nurses and social workers; along with many professional positions, such as legal counsel, information technology, finance, human resources, and contract/procurement management.

Over the last decade, our legislature has invested significantly in the State of Idaho workforce to ensure we are able to hire and retain talented employees. The Legislature's leadership in providing meaningful pay has been critical in our ability to recruit and retain our talented workforce.

PRIOR YEAR CHANGE IN EMPLOYEE COMPENSATION

During Fiscal Year 2024 (FY2024), the State implemented a target for our salary structures midpoints to be at the 25th percentile of the market. The 25th percentile means that 75% of the market pays more than the State and 25% pays less.



During FY2024, the Legislature awarded state employees’ a \$1.20 merit increase per hour, shifted the Primary Salary Structure upward on average by 8.5%, created a new salary structure for public safety and increased pay grade minimums to 75% of policy.

As a result of the Legislature’s investment in employee compensation, the State made significant progress in meeting our compensation goal of the 25th percentile. As illustrated in the table below, the total compensation at the State is, on average, 2.2% below the 25th percentile of the public sector market and 3.7% above the 25th percentile of the private sector market.

Grade	Idaho Employees w/Total Compensation on Avg Pay			Market Total Compensation			
	Idaho Current Average Pay	Idaho Current Benefits	Idaho Current Total Comp	Private Sector Mkt P25	Public Sector Mkt P25	Idaho Total Comp % from P25 Private Sector	Idaho Total Comp % from P25 Public Sector
T	\$164,507	\$60,434	\$224,941	\$251,392	\$258,147	-10.5%	-12.9%
R	\$142,620	\$56,395	\$199,015	\$205,705	\$214,741	-3.3%	-7.3%
Q	\$127,236	\$52,810	\$180,046	\$182,209	\$192,587	-1.2%	-6.5%
P	\$106,962	\$48,006	\$154,968	\$160,691	\$164,087	-3.6%	-5.6%
O	\$94,950	\$45,102	\$140,052	\$143,869	\$147,958	-2.7%	-5.3%
N	\$83,658	\$42,304	\$125,962	\$129,922	\$134,522	-3.0%	-6.4%
M	\$74,761	\$40,099	\$114,860	\$118,832	\$123,800	-3.3%	-7.2%
L	\$65,644	\$37,839	\$103,484	\$103,933	\$110,109	-0.4%	-6.0%
K	\$58,108	\$35,972	\$94,081	\$91,352	\$96,496	3.0%	-2.5%
J	\$52,068	\$34,475	\$86,543	\$80,904	\$85,306	7.0%	1.4%
I	\$45,539	\$32,857	\$78,397	\$71,958	\$77,859	8.9%	0.7%
H	\$41,476	\$31,850	\$73,326	\$64,591	\$70,498	13.5%	4.0%
G	\$39,103	\$31,262	\$70,365	\$58,903	\$64,883	19.5%	8.5%
F	\$33,716	\$29,928	\$63,643	\$54,935	\$60,633	15.9%	5.0%
E	\$32,445	\$29,613	\$62,057	\$52,156	\$57,879	19.0%	7.2%
D	\$37,024	\$30,747	\$67,771	\$52,401	\$58,520	29.3%	15.8%
Overall						3.7%	-2.2%

Overall, the total compensation at the State is only 0.6% above the 25th percentile of the combined market. The addition of competitive benefits values to Idaho’s average base salary improves the overall position for total compensation against the market, falling at the desired 25th percentile position in both markets.

Last year’s CEC recommendation included a two-year strategy to meet our goal. For this reason, this year’s recommendation will also target the 25th percentile of the market.

Looking forward, the State is eager to move our target to the 50th percentile of the overall market. Therefore, the data in this report will focus on the 50th percentile of the public and private sector markets to demonstrate where the State of Idaho falls in relation to these markets.

FISCAL YEAR 2025 SUMMARY AND MARKET INCREASE PROJECTION

For the Fiscal Year 2025 (FY2025) salary study, DHR contracted with Korn Ferry and Milliman to study our total compensation in relation to the market median. The table below summarizes the findings of the Korn Ferry analysis and Milliman salary survey.

COMPONENT	VARIANCE BETWEEN 50 TH %TILE OF PUBLIC SECTOR	VARIANCE BETWEEN 50 TH %TILE OF PRIVATE SECTOR	AVERAGE VARIANCE COMPARED TO THE 50 TH %TILE OF THE COMBINED MARKET
Average Total Compensation	-18.3%	-14.6%	-16.5%
Average Base Salary	-22.7%	-27%	-24.9%
Primary Salary Structure	-19.2%	-23.8%	-21.6%
Public Safety Salary Structure	-1.0%	n/a	n/a
IT/Engineering Salary Structure (FY25 recommendation)	-18.4%	-22.9%	-20.7%
Nursing/Healthcare (FY25 recommendation)	-1.0%	-9.6%	-5.3%
Healthcare Benefits	-4.0%	+22%	n/a
Retirement Benefits	-2.0%	+161%	n/a

For calendar year 2024, national salary surveys project salary budgets will increase between 3.90-4.10%. Information on actual budgeted salary increases nationwide for calendar year 2024 will be available spring of 2025.

FISCAL YEAR 2025 CEC RECOMMENDATION AND COST PROJECTION

Pursuant to Idaho Code 67-5309C, DHR must include recommendations on the following components:

Salary structure adjustment, specific occupational inequities (payline exceptions), merit pay increase, and employee benefit package.

For Fiscal Year 2025, the DHR recommendation for Change in Employee Compensation is as follows:

- 1) Fund a 4.5% merit-based increase for all permanent employees to recognize and reward state employee performance.
- 2) Increase the Primary Salary Structure midpoints upward on average of 3.7% and the Public Safety Structure midpoints upward on average 5.8%. Implement two (2) new salary structures for Information Technology (IT)/Engineering and Nursing/Healthcare.
- 3) Fund an additional 5.5% market-based increase for positions assigned to the IT/Engineering and Nursing/Healthcare salary structures (Appendix D).
- 4) Maintain the State's existing benefits and retirement package.
- 5) Continue with the job classifications that are currently on payline exception to address specific recruitment and retention issues.

The estimated cost for these recommendations is as follows:

- 1) **Merit Increase.** The approximate cost of a 4.5% increase is \$41.3 million in General Funds and \$37.5 million in spending authority for Other funds (Dedicated/Federal), for a total of \$78.9 million. Estimated costs include variable benefits.
- 2) **Salary Structures.** The approximate cost of increasing the midpoints for the Primary and Public Safety structure and implementing the two new salary structures is \$648 thousand in General Funds and \$675 thousand in Other funds (Dedicated/Federal), for a total of \$1.3 million (this cost is to bring employees up to the minimum of their new pay grades after the 4.5% merit increase and 5.5% market-based increase, as applicable).
- 3) **Market-based Increases.** The approximate cost of a 5.5% increase for IT/Engineering and Nursing/Healthcare positions is \$2.7 million in General Funds and \$5.3 in spending authority Other funds (Dedicated/Federal), for a total of \$8.1 million. Estimated costs include variable benefits.
- 4) **Maintenance of the State's existing benefits and retirement package.** All costs related to the maintenance of the State's existing benefits and retirement package are already covered in agency budgets and no additional funds or spending authority is necessary.
- 5) **Payline Exceptions.** All costs related to the maintenance of the State's existing payline exceptions are already covered in agency budgets and no additional funds or spending authority is necessary.

ACKNOWLEDGEMENTS

This report and the data behind it would not have been possible without the exceptional work of the following State of Idaho employees:

- Logan Klaas, DHR Compensation and Classification Manager
- Michelle Peugh, DHR Bureau Chief
- Angela Kraft-Fisher, DHR Bureau Chief
- Andrea Ryan, DHR Bureau Chief
- Michael Evans, DHR Bureau Chief
- Kristy Bobish-Thompson, DHR Bureau Chief
- Michelle Hermann, DHR Bureau Chief
- Ashley Mattoon, DHR Program Manager
- Misty Lawrence, DFM Bureau Chief
- Brandon Woolf, State Controller

Thank you for your dedication and support in the preparation of this report.

METHODOLOGY & DATA SOURCES

SURVEYS AND BENCHMARKS

For the FY2025 Change in Employee Compensation and Benefits (CEC) Report, DHR contracted with Korn Ferry to analyze total compensation and perform an overall analysis of the State's market position, and with Milliman to deploy a State of Idaho Custom Compensation Survey.

These salary surveys provide the opportunity to compare the State's salary structures and actual salaries with comparator markets to assess the State's competitive position within the relevant labor market¹. Job classifications are reviewed and compared to benchmark jobs to determine how similar jobs are represented through comparative analyses. Survey data is shared among participants to better ensure objectivity and consistency. The goal is for surveys to be administered by objective and experienced third parties to normalize questions regarding their conclusiveness.

DHR's annual survey process also requires defining relevant labor markets, comparing overall pay and benefits data, defining market trends, and budget forecasting information. The State's primary labor market includes both public and private sector employers and jobs within Idaho that the State competes with for the recruitment and retention of employees. In addition, the State also competes with employers outside of Idaho in situations where the supply and demand for positions imposes cross-border recruiting and retention evaluation.

KORN FERRY COMPENSATION MARKET ANALYSIS REPORT

During the calendar year 2023 review, Korn Ferry examined the administration of pay within the Primary Salary Structure and the additional Public Safety Structure implemented in Fiscal Year 2024. Korn Ferry also compared current pay practices and policies to the external market to determine the need for any future enhancements.

The below maps identify the states from which data was gathered and analyzed. Korn Ferry utilizes both a regional private sector and regional public sector market.

For more detailed information, the full report is available in Appendix A.

¹ The "market" is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.



Regional Private Sector Market



Regional Public Sector Market²

MILLIMAN STATE OF IDAHO CUSTOM COMPENSATION SURVEY

The Milliman survey identifies 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. The survey included 66³ benchmark jobs representing approximately 3,500 employees, covering job titles, incumbents, base pay, salary ranges, cash compensation, and bonuses.

TOTAL NUMBER OF CUSTOM SURVEY PARTICIPANTS	PUBLIC SECTOR PARTICIPANTS	PUBLIC SECTOR PARTICIPANTS
39	13	26

The Milliman custom survey validated the market data provided by Korn Ferry showing the State close to the 25th percentile of the market for public sector entities. The market data per pay grade aligns in both surveys.

For more detailed information, the full report is available in Appendix B.

² Korn Ferry surveys expands their survey region to obtain more public sector market data.

³ Page 2 of Milliman 2023 State of Idaho Custom Compensation Survey, Appendix B.

-16.5%

COMPARED TO
THE MARKET

AVERAGE TOTAL COMPENSATION

FINDINGS & ANALYSIS

FINDINGS

The total compensation⁴ at the State is on average 18.3% below the 50th percentile of the public sector market, and 14.6% below the 50th percentile of the private sector market. Overall, the total compensation at the State is 16.5% below the 50th percentile of the combined market⁵.

The below table describes in detail the relation of each pay grade in the State’s Primary Salary Structure to the 50th percentile of both the private and public sector markets. As noted in the table, the State is more competitive in the market in lower pay grade positions (Pay Grades D-H) than in higher pay grade positions (Pay Grades I and above).

Grade	Idaho Employees		Idaho Current Total Comp on Avg pay	Private Sector Market		Public Sector Market		Average of the 2 markets	
	# of EEs	% of EEs		Market P50	Idaho % Difference	Market P50	Idaho % Difference	Market P50	Idaho % Difference
T	1	0.0%	\$224,941	\$314,557	-28.5%	\$297,831	-24.5%	\$306,194	-26.5%
R	4	0.1%	\$199,015	\$249,618	-20.3%	\$253,517	-21.5%	\$251,567	-20.9%
Q	16	0.2%	\$180,046	\$220,322	-18.3%	\$230,748	-22.0%	\$225,535	-20.2%
P	187	2.3%	\$154,968	\$193,547	-19.9%	\$196,508	-21.1%	\$195,028	-20.5%
O	195	2.4%	\$140,052	\$172,666	-18.9%	\$176,511	-20.7%	\$174,588	-19.8%
N	580	7.3%	\$125,962	\$155,484	-19.0%	\$159,899	-21.2%	\$157,692	-20.1%
M	1194	15.0%	\$114,860	\$141,714	-18.9%	\$146,575	-21.6%	\$144,145	-20.3%
L	1503	18.8%	\$103,484	\$124,114	-16.6%	\$130,311	-20.6%	\$127,213	-18.7%
K	1012	12.7%	\$94,081	\$109,253	-13.9%	\$114,132	-17.6%	\$111,692	-15.8%
J	1352	16.9%	\$86,543	\$96,910	-10.7%	\$100,911	-14.2%	\$98,911	-12.5%
I	736	9.2%	\$78,397	\$86,385	-9.2%	\$92,283	-15.0%	\$89,334	-12.2%
H	875	11.0%	\$73,326	\$77,724	-5.7%	\$83,693	-12.4%	\$80,708	-9.1%
G	203	2.5%	\$70,365	\$70,925	-0.8%	\$77,023	-8.6%	\$73,974	-4.9%
F	120	1.5%	\$63,643	\$65,883	-3.4%	\$71,754	-11.3%	\$68,818	-7.5%
E	6	0.1%	\$62,057	\$62,283	-0.4%	\$68,221	-9.0%	\$65,252	-4.9%
D	2	0.0%	\$67,771	\$61,342	10.5%	\$67,734	0.1%	\$64,538	5.0%
Overall	7986	100.0%	\$97,976	\$114,777	-14.6%	\$119,917	-18.3%	\$117,347	-16.5%

⁴ Total compensation encompasses the base salary the employee receives plus any benefits, such as paid time off, health insurance and retirement.

⁵ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.

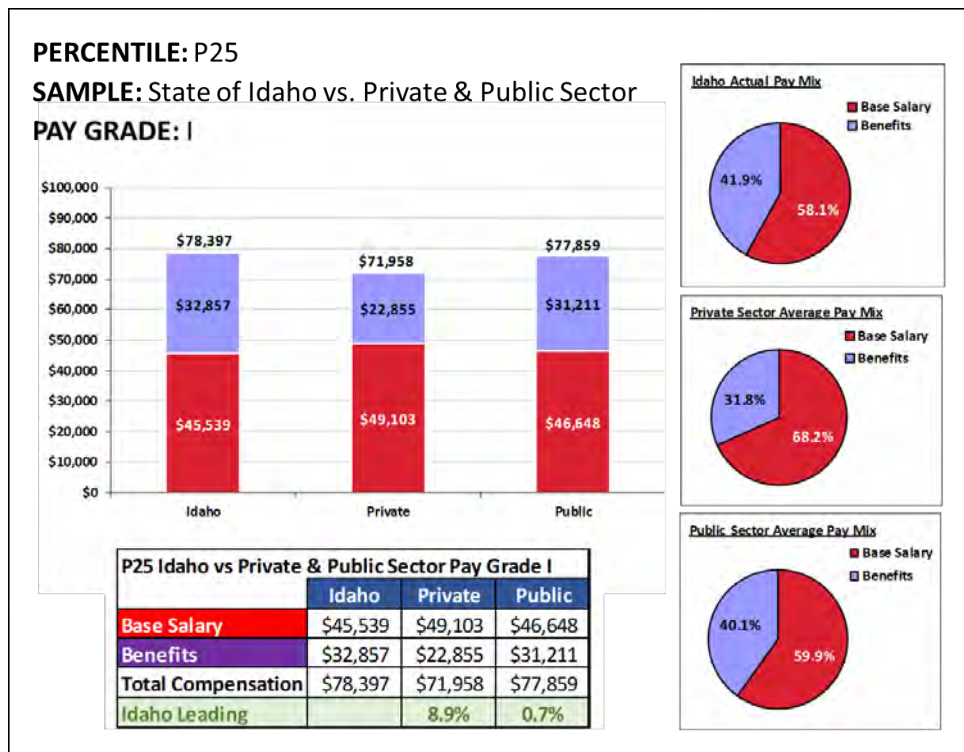
ANALYSIS

In addition to the compensation analysis focused on base salaries, Korn Ferry conducted a competitive analysis of benefits. This analysis of benefits is a key piece of information in assessing the level of competitiveness desired for base salaries considering the strong benefits package offered to state employees. 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. On average, the state contributes more than 40% of an employee’s annual salary toward benefit plans. Given the average salary for a state employee at \$27.85 per hour, total compensation wage calculates at \$39.97 per hour.

The following charts show the total compensation components that comprise the overall compensation package for the State and the market⁶. The market is comprised of both public and private sector entities (combined market), and the target goal for Idaho is P50, or the 50th percentile of the market.

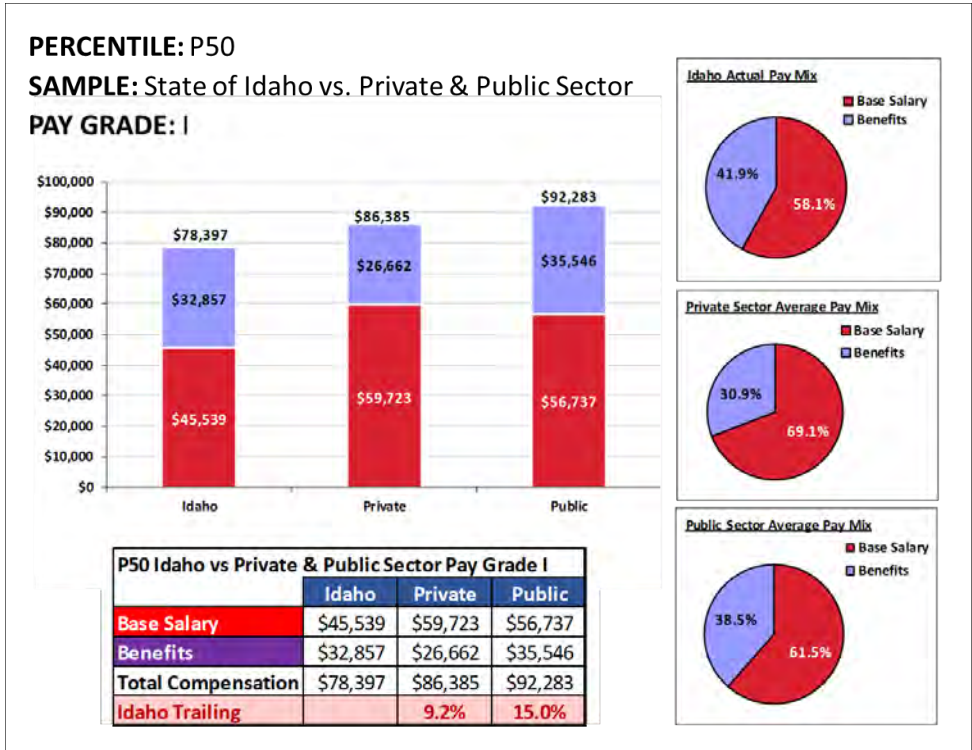
TOTAL COMPENSATION MARKET COMPETITIVENESS

The first chart illustrates the State of Idaho’s market position in the 25th percentile of the market for pay grade I. Common jobs that fall in pay grade I include Administrative Assistant 2; Financial Technician, Senior; Human Resource Associate; Mechanic; and Taxpayer Services Representative. In this example, total compensation in the 25th percentile in Idaho is above market by 8.9% in the private sector and about equal to the public sector (+0.7% variance). Idaho is typically competitive in lower-level jobs and pay grades.

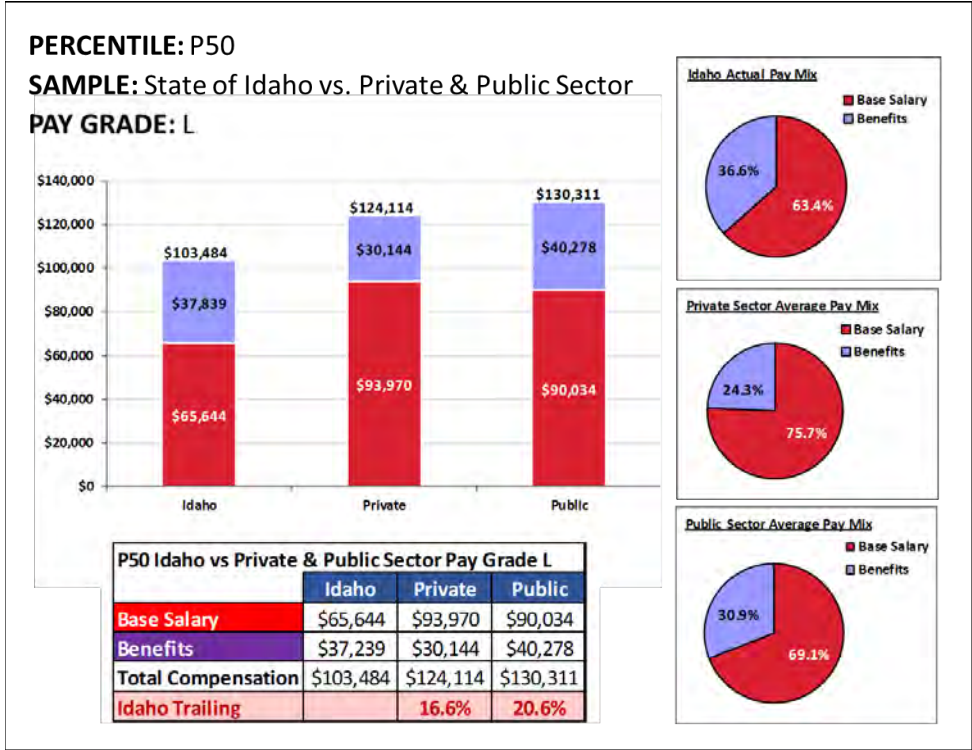


⁶ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.

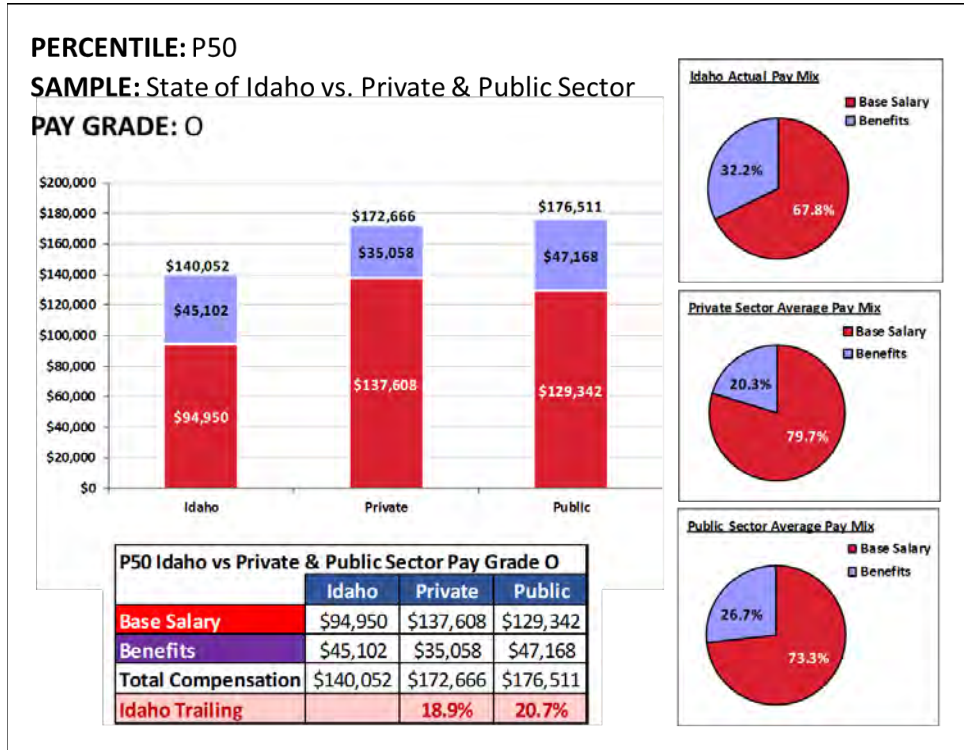
To further expand, the chart below illustrates the State of Idaho’s market position in the 50th percentile of the market for pay grade I. In this example, total compensation in the 50th percentile in Idaho lags the market. Idaho is 9.2% behind the private market and 15% behind the public market.



This chart illustrates the State of Idaho’s market position in the 50th percentile of the market for pay grade L. Journey-level and entry to mid-level management jobs fall in pay grade L. These include Child Welfare Social Worker 2, Clinician, Engineer, Associate, ISP Trooper, IT Information Security Engineer I, and Training Specialist. In this example, total compensation in the 50th percentile in Idaho is 16.6% behind the private market and 20.6% behind the public market.



The chart below illustrates the State of Idaho’s market position in the 50th percentile of the market for pay grade O. High-level management and executive positions fall in pay grade O. These include Epidemiologist, State, Project Manager 2, Statewide Risk Manager, and Tax Manager. In this example, total compensation in the 50th percentile in Idaho is 18.9% behind the private market and 20.7% behind the public market. Idaho continually lags the market in higher-level management and executive jobs and pay grades.



-24.9%

COMPARED TO
THE MARKET

AVERAGE BASE SALARY

FINDINGS & ANALYSIS

FINDINGS – OVERALL AVERAGE SALARIES

Average base salaries⁷ at the State fall 27% behind the private sector and 22.7% behind the public sector market. On average, base salaries at the state are 24.9% behind the combined market⁸.

Idaho is trailing the market in nearly all the pay grades, however, lower pay grades are closer aligned (~12-28% behind), where higher pay grades are behind by an average of 30%.

Grade	Idaho Employees		Idaho Average Pay	Private Sector Market		Public Sector Market		Average of the 2 markets	
	# of EEs	% of EEs		Market P50	Idaho % Difference	Market P50	Idaho % Difference	Market P50	Idaho % Difference
T	1	0.0%	\$164,507	\$268,190	-38.7%	\$234,695	-29.9%	\$251,443	-34.6%
R	4	0.1%	\$142,620	\$206,807	-31.0%	\$195,394	-27.0%	\$201,101	-29.1%
Q	16	0.2%	\$127,236	\$180,011	-29.3%	\$176,148	-27.8%	\$178,080	-28.6%
P	187	2.3%	\$106,962	\$156,531	-31.7%	\$146,553	-27.0%	\$151,542	-29.4%
O	195	2.4%	\$94,950	\$137,608	-31.0%	\$129,342	-26.6%	\$133,475	-28.9%
N	580	7.3%	\$83,658	\$122,276	-31.6%	\$115,398	-27.5%	\$118,837	-29.6%
M	1194	15.0%	\$74,761	\$109,966	-32.0%	\$104,175	-28.2%	\$107,071	-30.2%
L	1503	18.8%	\$65,644	\$93,970	-30.1%	\$90,034	-27.1%	\$92,002	-28.6%
K	1012	12.7%	\$58,108	\$80,435	-27.8%	\$75,609	-23.1%	\$78,022	-25.5%
J	1352	16.9%	\$52,068	\$69,156	-24.7%	\$63,794	-18.4%	\$66,475	-21.7%
I	736	9.2%	\$45,539	\$59,723	-23.7%	\$56,737	-19.7%	\$58,230	-21.8%
H	875	11.0%	\$41,476	\$51,725	-19.8%	\$49,139	-15.6%	\$50,432	-17.8%
G	203	2.5%	\$39,103	\$45,314	-13.7%	\$43,048	-9.2%	\$44,181	-11.5%
F	120	1.5%	\$33,716	\$41,151	-18.1%	\$39,093	-13.8%	\$40,122	-16.0%
E	6	0.1%	\$32,445	\$37,759	-14.1%	\$35,871	-9.6%	\$36,815	-11.9%
D	2	0.0%	\$37,024	\$36,070	2.6%	\$34,266	8.0%	\$35,168	5.3%
Overall	7986	100.0%	\$61,232	\$85,410	-27.0%		-22.7%		-24.9%

⁷ Base salary is the hourly wage provided to state employees prior to any payroll deductions, such as worker’s compensation, payroll taxes and benefit premiums.

⁸ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.

FINDINGS – TARGETED SALARIES

Compared to the 50th percentile of the regional market⁹ average, Idaho’s Public Safety salaries fall 11% behind.

Title	Grade	Current Average Pay	Actual Pay % from Market Avg	Midpoint % from Market Avg
Major	Q	\$139,207	No match	No match
Captain	P	\$121,428	-9%	-16%
Lieutenant	O	\$112,565	-3%	-15%
Sergeant	N	\$97,204	-6%	-14%
Correctional Manager 2	N	\$85,093	-7%	-4%
Trooper	L	\$67,732	-20%	-16%
<i>Trooper market data excl. WA state</i>	-		-16%	-12%
Conservation Officer Senior	L	\$71,447	3%	3%
Correctional Sergeant	L	\$65,159	-8%	1%
Probation & Parole Officer Senior	K	\$58,406	-14%	-5%
Correctional Officer	J	\$51,794	-10%	3%
Rehabilitation Technician	I	\$47,244	-12%	3%
Rehabilitation Tech Trainee	H	\$39,770	No match	No match
Total			-11.0%	-1.0%

For IT/Engineering salaries, due to the premium in the market for these jobs, Idaho salaries in the 50th percentile fall 33.5% behind the private sector market and 29.6% behind the public sector market.

For Nursing/Healthcare salaries, due to the premium in the market, Idaho salaries in the 50th percentile fall 13.9% behind the private sector market and 0.6% behind the public sector market.

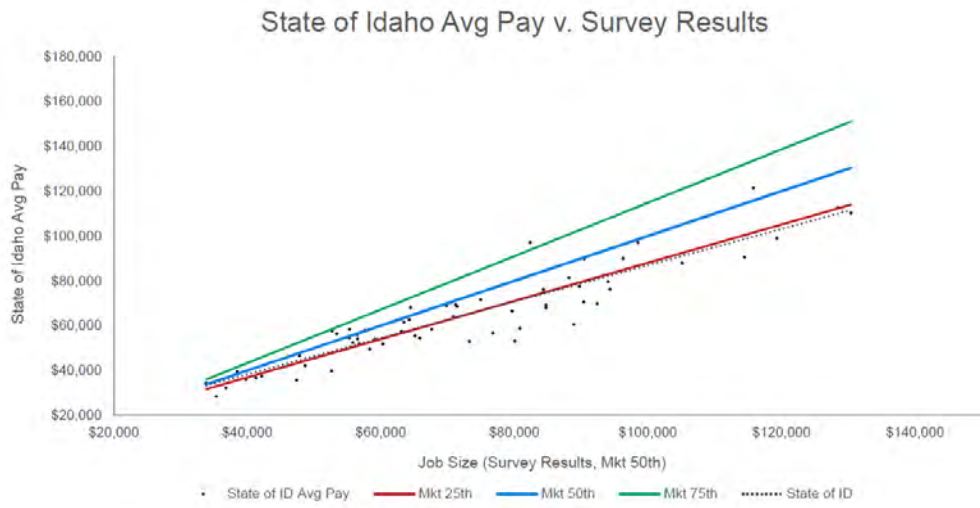
ANALYSIS

DHR utilizes both the Korn Ferry and Milliman Custom Survey for information on the state’s base salary value compared to the relevant labor market¹⁰.

This chart illustrates the State’s competitive position compared to market percentiles. The chart shows that the State’s pay (shown as the dotted black line), on average, is in line with the 25th percentile (with some variation). When looking at the 50th percentile of the market, almost all State jobs reviewed fall below this market position.

⁹ Regional market includes Washington, Oregon, Idaho, Montana, Wyoming, Nevada, Utah, Colorado, Arizona, and New Mexico.

¹⁰ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.



EFFECT OF PAY COMPRESSION

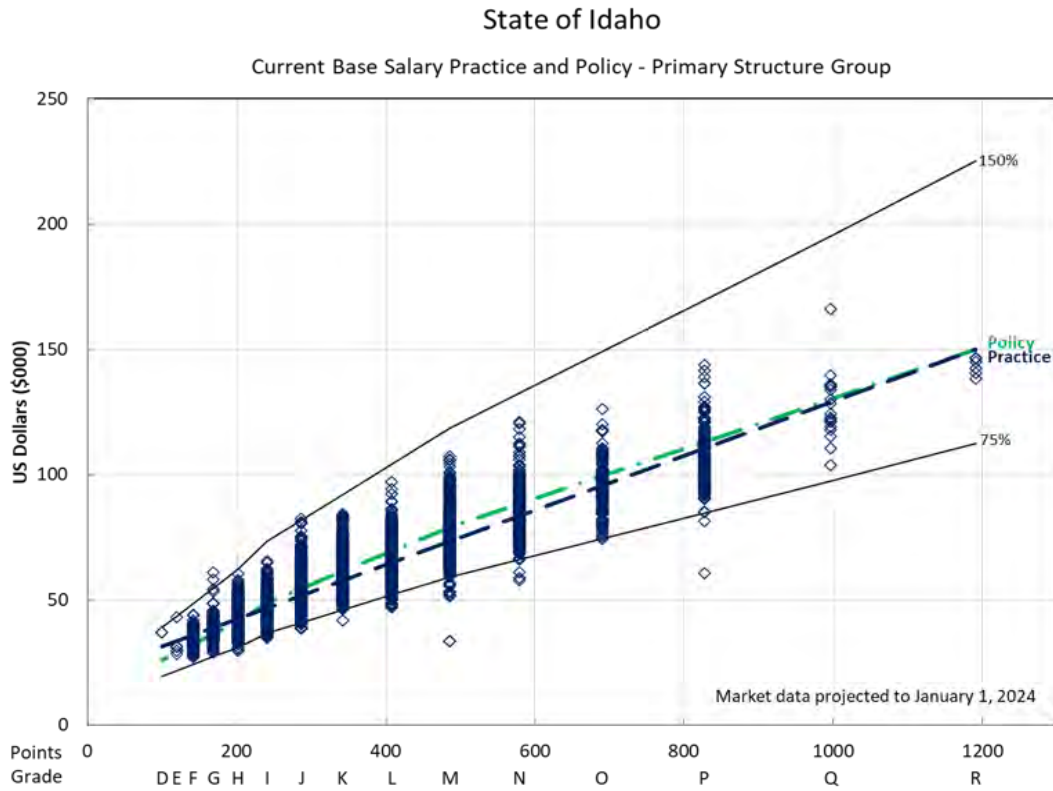
To assess the effectiveness of the State in administering pay within its salary ranges, Korn Ferry conducted an analysis of internal pay equity. This analysis assessed the relationship of base salary to the pay grade in which each employee resides. The results indicated average pay in entry-level pay grades D through H is at or above the midpoints, as minimum wage pressure has driven pay for these jobs higher in recent years. Conversely, compa-ratios¹¹ for pay grades I through M are lower, likely due to more turnover and less tenure in those roles as employees are often promoted quickly.

Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
T	\$164,507	\$131,250	\$175,000	\$262,500	94.0%
R	\$142,620	\$112,500	\$150,000	\$225,000	95.1%
Q	\$118,370	\$97,500	\$130,000	\$195,000	91.1%
P	\$105,990	\$84,750	\$113,000	\$169,500	93.8%
O	\$92,780	\$74,550	\$99,400	\$149,100	93.3%
N	\$83,020	\$66,225	\$88,300	\$132,450	94.0%
M	\$73,050	\$59,250	\$79,000	\$118,500	92.5%
L	\$64,620	\$52,050	\$69,400	\$104,100	93.1%
K	\$57,950	\$46,050	\$61,400	\$92,100	94.4%
J	\$51,760	\$40,950	\$54,600	\$81,900	94.8%
I	\$45,520	\$36,750	\$49,000	\$73,500	92.9%
H	\$41,360	\$31,125	\$41,500	\$62,250	99.7%
G	\$39,100	\$27,375	\$36,500	\$54,750	107.1%
F	\$33,720	\$24,300	\$32,400	\$48,600	104.1%
E	\$32,440	\$21,750	\$29,000	\$43,500	111.9%
D	\$37,020	\$19,500	\$26,000	\$39,000	142.4%

Grade	Avg Tenure/ Yrs
T	29.6
R	19.0
Q	13.9
P	13.2
O	12.4
N	11.2
M	9.3
L	8.7
K	6.5
J	7.5
I	6.5
H	5.3
G	3.9
F	3.8
E	4.7
D	0.9
Grand Total	7.8

¹¹ The compa-ratio is the relationship between salary and the midpoint of a job.

This graph illustrates employees in the Primary Salary Structure plotted in relation to the current salary ranges. Pay is compressed¹² between pay grades D and K, where pay grades L and above are utilizing more of the pay range.



An advantage to having pay structures with similar type jobs is that pay compression will be easier to detect. Creating new structures with only IT/Engineering jobs and Nursing/Healthcare jobs not only aligns them better for market positioning, but also isolates similar jobs, bringing into focus base pay and years of experience.

¹² Pay compression occurs when the pay of one or more employees is very close to the pay of more experienced employees in the same job. Often, this is the result of a hiring market rate surpassing increases historically awarded to long-term employees.

STATE OF IDAHO SALARY STRUCTURES

BACKGROUND

A salary structure is a compensation framework that organizes positions into a series of tiered pay grades or salary ranges. Salary structures evolve with time. This means organizations must review their salary ranges regularly to ensure they still align with the market to remain competitive while maintaining personnel expenditures within budget.

The State of Idaho's compensation structure establishes salary ranges for all job classifications comparable to public and private employers.

For each salary structure, the "midpoint" is Idaho's target market position, also known as policy. The midpoint is where the State as an employer needs to pay to be competitive in the market¹³.

Each salary structure utilizes the midpoint to determine the average compa-ratio. The compa-ratio is the relationship between salary and the midpoint of a job. Compa-ratios reflect the base salaries divided by midpoint to show how close actual pay is to the market median. For example, a compa-ratio of 100% means an employee is paid at the market median.

Historically, the State of Idaho has only had one salary structure for its approximate 900 job classifications. As a result, there are 28 job classifications on a payline exception – meaning, there are jobs that require a pay premium beyond the salary range for the position within the Primary Salary Structure.

In Fiscal Year 2024, the legislature approved the implementation of a new salary structure for Public Safety positions.

As a result, a Primary ("Core") salary structure was developed to accommodate the majority of classified jobs in the current pay grades and an additional Public Safety Salary Structure was created, designed to improve the competitive position for critical police and correctional positions. As a result of this change, the State was able to remove 18 job classifications from a payline exception.

As part of DHR's Fiscal Year 2024 CEC recommendation, we recommended the implementation of an additional two salary structures during Fiscal Year 2025 to accommodate market premiums for certain positions with Information Technology/Engineering and Nursing/Healthcare.

¹³ The "market" is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.

FINDINGS & ANALYSIS

FINDINGS – PRIMARY PAY STRUCTURE

Compared to the public sector market, Idaho’s Primary Salary Structure midpoints are 14.7% below in entry-level pay grades, and 22.4% below in mid- to high-level pay grades K through T

Compared to the private sector market, Idaho’s Primary Salary Structure midpoints are 19.9% below in entry-level pay grades, and further away at 26.5% below in mid- to high-level pay grades K through T.

Overall, Idaho’s Primary Salary Structure midpoints are 23.8% below the private sector market and 19.2% below the public sector market for an average of 21.6% below the combined market.

Grade	Idaho Employees		Idaho Midpoint	Private Sector Market		Public Sector Market		Average of the 2 markets	
	# of EEs	% of EEs		Market P50	Idaho % Difference	Market P50	Idaho % Difference	Market P50	Idaho % Difference
T	1	0.0%	\$175,000	\$268,190	-35%	\$234,695	-25%	\$251,443	-30%
R	4	0.1%	\$150,000	\$206,807	-27%	\$195,394	-23%	\$201,101	-25%
Q	16	0.2%	\$130,000	\$180,011	-28%	\$176,148	-26%	\$178,080	-27%
P	187	2.3%	\$113,000	\$156,531	-28%	\$146,553	-23%	\$151,542	-25%
O	195	2.4%	\$99,400	\$137,608	-28%	\$129,342	-23%	\$133,475	-26%
N	580	7.3%	\$88,300	\$122,276	-28%	\$115,398	-23%	\$118,837	-26%
M	1194	15.0%	\$79,000	\$109,966	-28%	\$104,175	-24%	\$107,071	-26%
L	1503	18.8%	\$69,400	\$93,970	-26%	\$90,034	-23%	\$92,002	-25%
K	1012	12.7%	\$61,400	\$80,435	-24%	\$75,609	-19%	\$78,022	-21%
J	1352	16.9%	\$54,600	\$69,156	-21%	\$63,794	-14%	\$66,475	-18%
I	736	9.2%	\$49,000	\$59,723	-18%	\$56,737	-14%	\$58,230	-16%
H	875	11.0%	\$41,500	\$51,725	-20%	\$49,139	-16%	\$50,432	-18%
G	203	2.5%	\$36,500	\$45,314	-19%	\$43,048	-15%	\$44,181	-17%
F	120	1.5%	\$32,400	\$41,151	-21%	\$39,093	-17%	\$40,122	-19%
E	6	0.1%	\$29,000	\$37,759	-23%	\$35,871	-19%	\$36,815	-21%
D	2	0.0%	\$26,000	\$36,070	-28%	\$34,266	-24%	\$35,168	-26%
Overall	7986	100.0%			-23.8%		-19.2%		-21.6%

The table below illustrates the average salary by pay grade in relation to the current structure for all jobs *excluding* the selected IT/Engineering and Nursing/Healthcare jobs. Overall, the State has made good progress towards moving individual salaries toward the middle of the range, resulting in an overall compa-ratio of 95%, especially in lower pay grade positions. While the State has made good progress moving individual salaries toward the middle of the range, the State’s midpoints lag the market on average of 21.6% below.

Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
T	\$164,507	\$131,250	\$175,000	\$262,500	94.0%
R	\$142,620	\$112,500	\$150,000	\$225,000	95.1%
Q	\$118,370	\$97,500	\$130,000	\$195,000	91.1%
P	\$105,990	\$84,750	\$113,000	\$169,500	93.8%
O	\$92,780	\$74,550	\$99,400	\$149,100	93.3%
N	\$83,020	\$66,225	\$88,300	\$132,450	94.0%
M	\$73,050	\$59,250	\$79,000	\$118,500	92.5%
L	\$64,620	\$52,050	\$69,400	\$104,100	93.1%
K	\$57,950	\$46,050	\$61,400	\$92,100	94.4%
J	\$51,760	\$40,950	\$54,600	\$81,900	94.8%
I	\$45,520	\$36,750	\$49,000	\$73,500	92.9%
H	\$41,360	\$31,125	\$41,500	\$62,250	99.7%
G	\$39,100	\$27,375	\$36,500	\$54,750	107.1%
F	\$33,720	\$24,300	\$32,400	\$48,600	104.1%
E	\$32,440	\$21,750	\$29,000	\$43,500	111.9%
D	\$37,020	\$19,500	\$26,000	\$39,000	142.4%

FINDINGS – PUBLIC SAFETY STRUCTURE

The State implemented an updated salary structure for jobs in Public Safety in 2023 (FY2024), targeting the public sector market average for peer states¹⁴. The intent of the premium-priced structure was to ensure competitiveness and move salaries closer to the average for similar jobs while also utilizing the internal grade hierarchy to recognize career progressions.

Average compa-ratio for the employees in this salary structure is at 93%, which reflects notable salary increase movements from the initial 86% when implemented.

Midpoints for entry level jobs in this structure, grades H through K¹⁵, are aligned with peer states but pay grades L and above require more attention. Trooper average pay is 20% behind the public sector market average, with the midpoint falling 16% behind the public sector market. Although ISP Sergeant and

¹⁴ Regional market included Washington, Oregon, Idaho, Montana, Wyoming, Nevada, Utah, Colorado, Arizona, and New Mexico.

¹⁵ Jobs include Rehabilitation Tech Trainee, Rehabilitation Technician, Correctional Officer, and Probation & Parole Officer Senior.

Lieutenant are paid close to the public sector market average (-6.0% and -3.0%, respectively), the midpoints fall 14-15% below the public sector market average.

Title	Grade	Current Midpoint	Actual Pay % from Market Avg	Midpoint % from Market Avg
Major	Q	\$130,000		
Captain	P	\$113,000	-9%	-16%
Lieutenant	O	\$99,400	-3%	-15%
Sergeant	N	\$88,300	-6%	-14%
Correctional Manager 2	N	\$88,300	-7%	-4%
Trooper	L	\$71,400	-20%	-16%
<i>Trooper market data excl. WA state</i>		-	-16%	-12%
Conservation Officer Senior	L	\$71,400	3%	3%
Correctional Sergeant	L	\$71,400	-8%	1%
Probation & Parole Officer Senior	K	\$65,000	-14%	-5%
Correctional Officer	J	\$59,700	-10%	3%
Rehabilitation Technician	I	\$55,200	-12%	3%
Rehabilitation Tech Trainee	H	\$45,700		
			-11.0%	-1.0%

FINDINGS – PROPOSED IT/ENGINEERING STRUCTURE

Currently, the State’s IT and Engineering jobs fall within the Primary Salary Structure, resulting in a less competitive position for the State when hiring for and retaining these professionals against the combined market¹⁶ for similar jobs. When comparing technical jobs in the market, the State’s midpoints are well below the 50th percentile, at 32.7% below the private sector market and 28.7% below the public sector market, indicating the need for a more competitive structure for these jobs.

FINDINGS – PROPOSED NURSING/HEALTHCARE STRUCTURE

Currently, the State’s Nursing and Healthcare jobs fall within the Primary Salary Structure, resulting in a less competitive position for the State when hiring for and retaining these professionals against the combined market for similar jobs. The majority of the nursing salaries are paid below the 50th percentile of the combined market based on job title comparisons. When comparing healthcare jobs in the market, the State’s midpoints are well below the 50th percentile, at 14.2% below the private sector market and 0.5% below the public sector market, indicating the need for a more competitive structure for these jobs.

¹⁶ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.

-6.3%

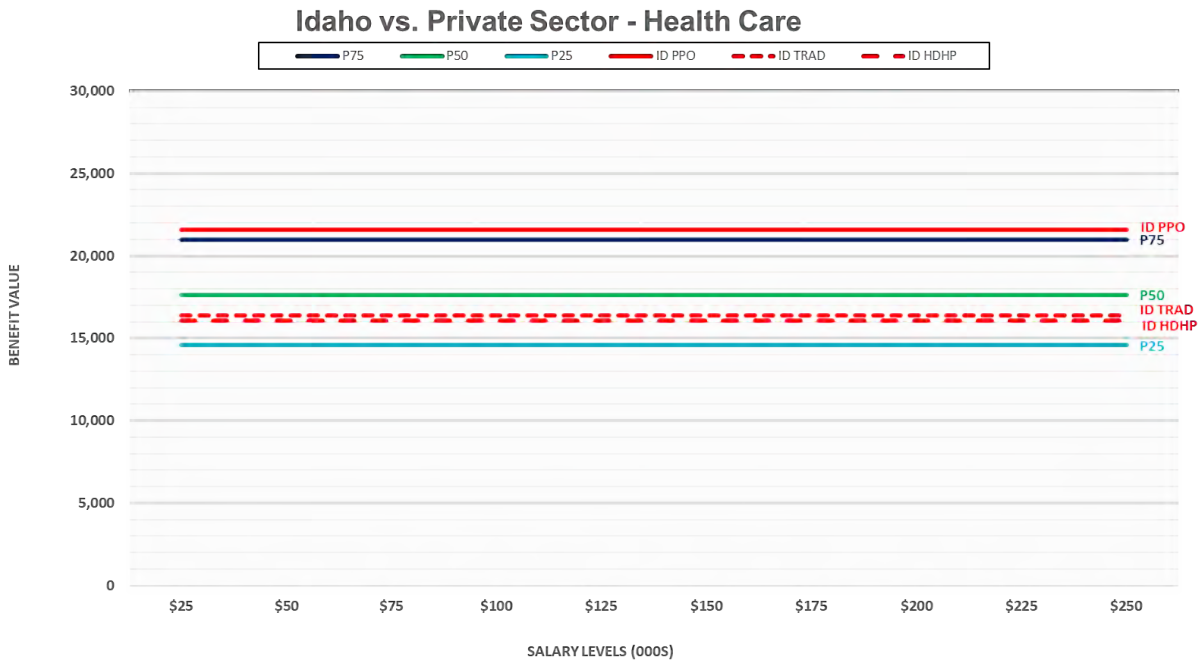
COMPARED TO
THE MARKET

HEALTH CARE BENEFITS

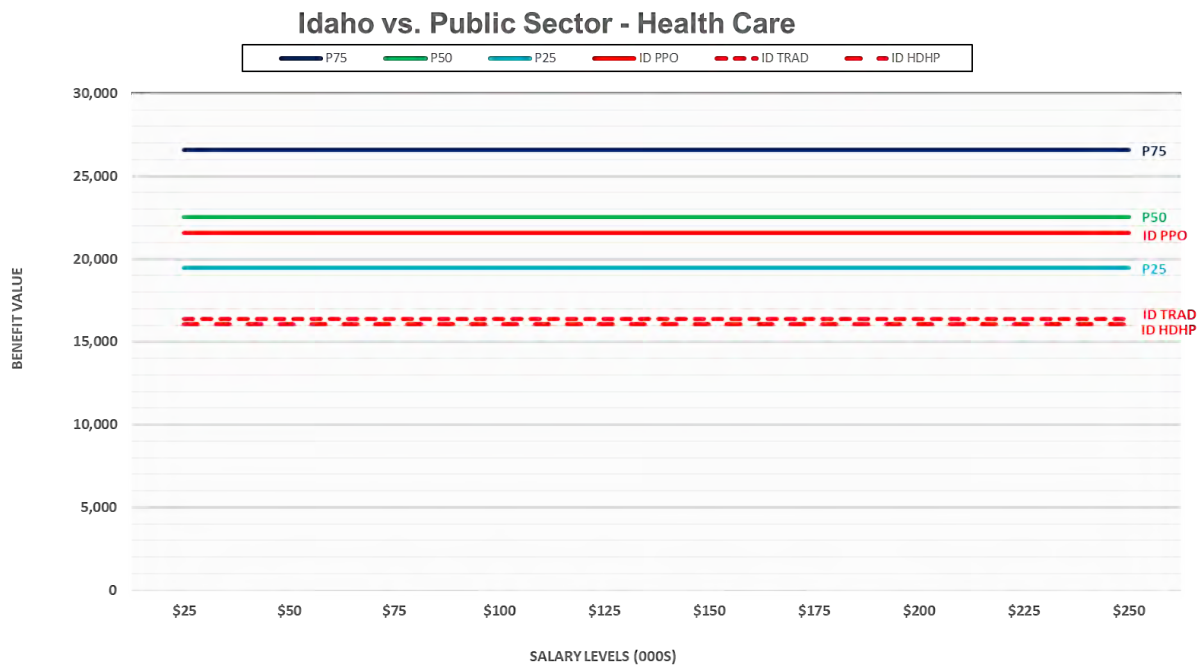
MEDICAL PLAN OVERVIEW

State of Idaho 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 opt for the PPO plan, where employee premium contributions are 6% for single coverage and 29% for family coverage. The State’s PPO plan median value is \$21,573, with the private sector market being at \$17,650 and the public sector at \$22,571.

The State’s PPO is more competitive when compared to the private sector due to lower plan design cost sharing (deductibles and coinsurance). This plan, when compared to the private sector, is 11% above the private sector market but falls 22% below the public sector market. Overall, the State’s PPO healthcare plan is 6.3% below the combined market¹⁷.



¹⁷ The “market” is defined as the 50th percentile of our local labor market, including both private and public sector. Also referred to as P50.



In addition to the above medical plans, a funded Health Savings Account (HSA) and a Limited Purpose Flexible Spending Account to accompany the HSA was implemented so those employees in the HSA can still have access to tax advantaged dollars for other health expenses. An HSA is a pre-taxed program created for the benefit of an individual covered under a high-deductible health plan. Contributions can be made by the employer or the employee. Similar to an Individual Retirement Account (IRA), the contributions to the HSA are owned by the employee.

The State also provides dental coverage with premiums and plan provisions that are in line with the market median.

ALL STATE MEDICAL PLANS INCLUDE

- 
100%
 coverage for
 preventative services
- 
 disease management
 programs
- 
 mail-order
 pharmacy
- 
 nicotine/tobacco
 cessation program
- 
 prenatal programs
- 
 telehealth
- 
 24/7 nurse advice line
- 
 cost transparency tools

0%

DEVIATION FROM
THE MARKET MEDIAN

PUBLIC EMPLOYEE RETIREMENT SYSTEM OF IDAHO (PERSI)

RETIREMENT OVERVIEW

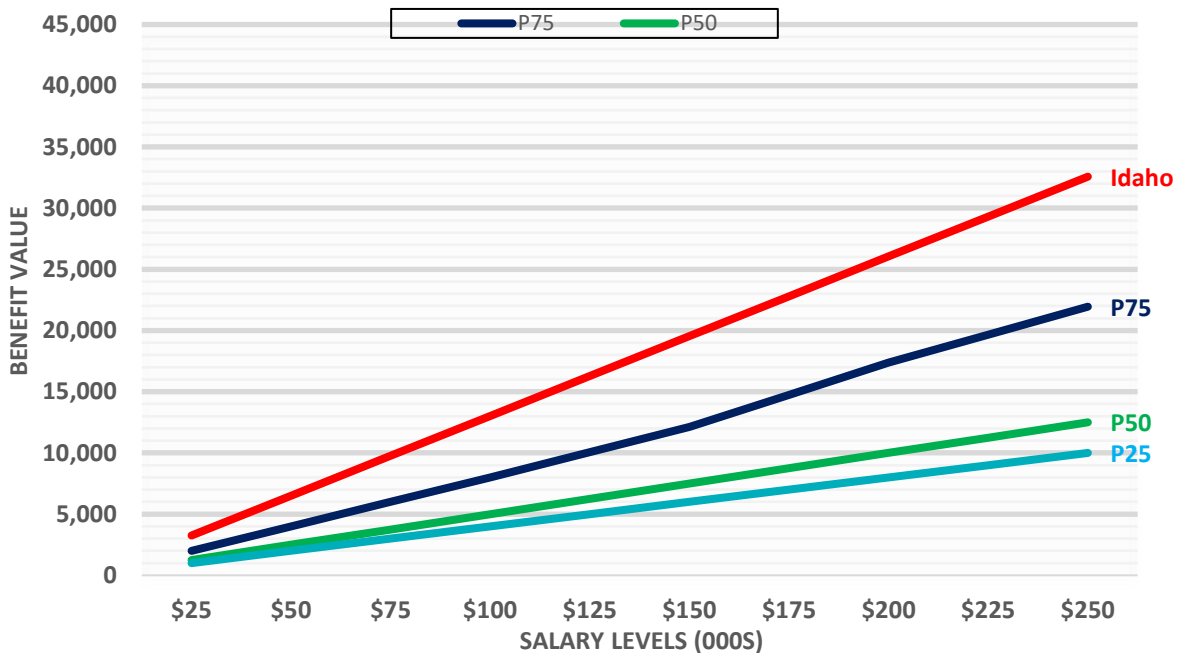
The State continues to provide employees with a defined benefit (DB), retirement program through the Public Employment Retirement System of Idaho (PERSI). Most employees are fully vested after five (5) years of service with their public employer.

A Defined Benefit program is any retirement plan that provides for future income and is not an individual account plan. It is also known as a pension plan. Contributions are determined actuarially on the basis of the benefits expected to become payable.

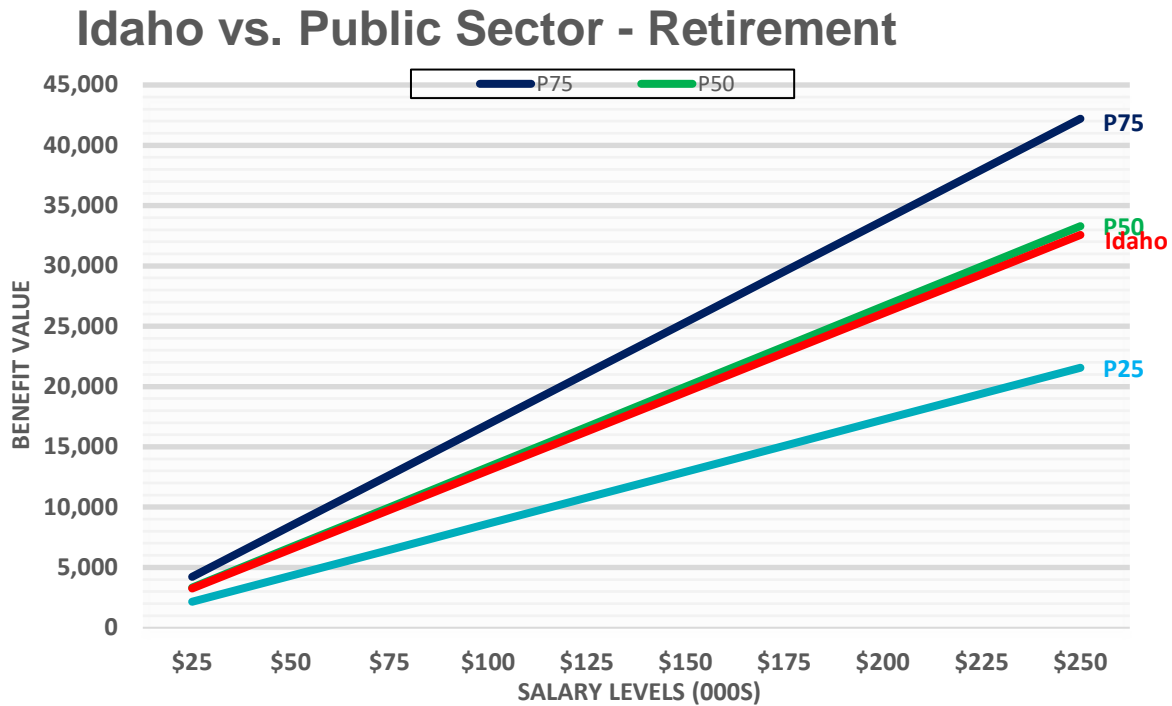
Defined Benefit (DB) plans are not common in the private sector (only 9%), however, they remain very prevalent in the public sector (80%).

The State's DB plan continues to be competitive when compared to the private sector at an impressive 161% above the 50th percentile of the private sector market. This is illustrated in the graphic below with Idaho greatly leading the private market.

Idaho vs. Private Sector - Retirement



The State’s DB plan however is at market median when compared to other public sector organizations and deviates only slightly to 4.0% below the 50th percentile of the public sector market. This is illustrated in the graphic below with Idaho nearly on trend with P50.

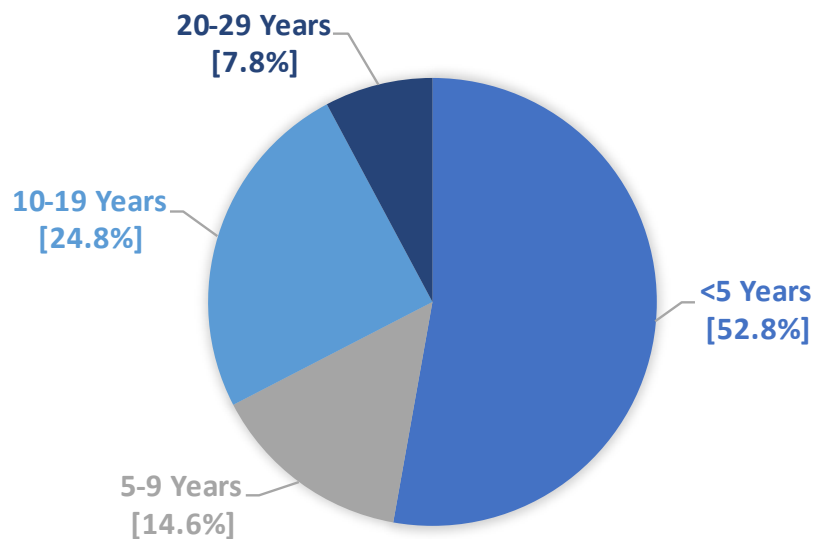


Defined Contribution (DC) retirement programs are more prevalent in the private sector. A Defined Contribution program is any plan that provides for future income from an individual account for each participant with benefits based solely on 1) the amount contributed to the participant's account plus 2) any income, expenses, gains and losses, and forfeitures of accounts of other participants that may be allocated to the participant's account. The benefit amount to be received by the participant at retirement is unknown until retirement.

The State’s retirement, healthcare, and disability programs are above private sector market median (P50). However, the State is less aggressive than the regional public sector market, which drives the overall market position slightly below the market median (P50).

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

RETIREMENT PROJECTIONS



According to the July 1, 2023, valuation data, 10,180 State employees have at least five years of service with a PERSI employer, which is the minimum number of years required to become vested in PERSI for most employees. Of those 10,180 employees¹⁸, 5,377 are eligible to retire in 0-4 years; 1,490 are eligible to retire in 5-9 years; 2,520 are eligible to retire in 10-19 years; 789 are eligible to retire in 20-29 years; and 4 are eligible to retire in 30 or more years.

The State's lucrative pension plan is intended to be a significant recruiting and retaining tool for employers and an important component of public employees' total compensation. Unfortunately, the value PERSI provides is only effective if employees stay long enough to reap the benefits. More than half of State employees are not yet vested. This is likely caused by employees leaving the State prior to becoming fully vested after five years of service. A strong retirement benefit is just one component of a competitive compensation structure, and the State cannot rely on it alone to attract and retain employees.

¹⁸ State employees within X years of early retirement age (age 55 for General Employees and Teachers, and age 50 for Fire and Police.)

SICK LEAVE, VACATION LEAVE, & OTHER LEAVE BENEFITS

LEAVE BENEFITS OVERVIEW

The State of Idaho currently offers benefit-eligible employees paid leave programs that include, but are not limited to, vacation, sick, holiday, paid parental, organ and bone marrow donation, court and jury service, and Red Cross disaster leave.

VACATION

Employees earn vacation leave at varying accrual rates, based on years of service. Full-time employees begin earning vacation leave at an accrual rate of 96 hours (12 days per year) and can earn up to 200 hours (25 days per year) depending on employee designation and hours of service.

VACATION ACCRUAL RATES AND LIMITS			
EMPLOYEE DESIGNATION	HOURS OF SERVICE	ACCRUAL RATE PER HOUR*	ACCRUAL LIMIT
Covered (Non-Exempt)	0 – 10,400	~3.7 hrs/pay period	192 hours
Covered (Non-Exempt)	10,401 – 20,800	~4.6 hrs /pay period	240 hours
Covered (Non-Exempt)	20,801 – 31,200	~5.5 hrs /pay period	288 hours
Covered (Non-Exempt)	31,201+	~6.4 hrs /pay period	336 hours
Administrative/Professional	0 – 10,400	~4.6 hrs /pay period	192 hours
Administrative/Professional	10,401 – 20,800	~5.5 hrs /pay period	240 hours
Administrative/Professional	20,801 – 31,200	~6.4 hrs /pay period	288 hours
Administrative/Professional	31,201+	~6.4 hrs /pay period	336 hours
Executive Exempt	0 – 10,400	~7.7 hrs /pay period	200 hours
Executive Exempt	10,401 – 20,800	~7.7 hrs /pay period	240 hours
Executive Exempt	20,801 – 31,200	~7.7 hrs /pay period	288 hours
Executive Exempt	31,201+	~7.7 hrs /pay period	336 hours

**Estimated based on 40 hours/week worked or paid*

SICK

Employees earn sick leave at an accrual rate of 96 hours for a full-time employee (12 days per year). This accrual rate does not change throughout full-time employment.

HOLIDAYS

Employees receive eleven paid state holidays each year.

PAID PARENTAL LEAVE

Eligible employees can receive a maximum of eight (8) weeks of paid parental leave for the birth or adoption of a child. Eligible employees working less than full-time receive a prorated portion of paid parental leave corresponding to the percentage of hours they are normally scheduled to work.

OTHER PAID LEAVE

Eligible employees are provided up to a maximum of thirty (30) working days of paid leave if they are donating a body organ and a maximum of five (5) working days of paid leave if they are donating bone marrow; appropriate hours for court and jury services depending on the situation (includes non-benefitted employees); and employees who have been certified by the American Red Cross as disaster service volunteers shall be granted up to one hundred twenty (120) hours of paid leave in any twelve-month period to participate in relief services pursuant to Section §67-5338, Idaho Code.

4.0%

PROJECTED BASE
SALARY INCREASE

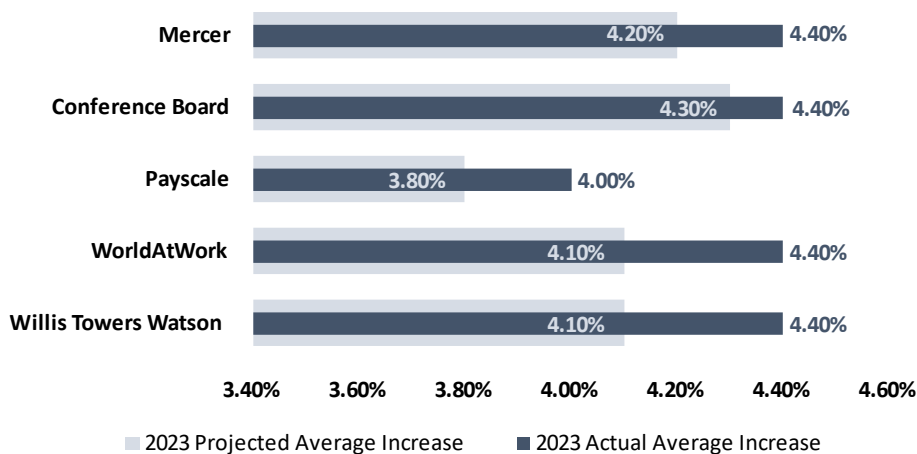
MARKET SALARY INCREASE PROJECTIONS

FINDINGS & ANALYSIS

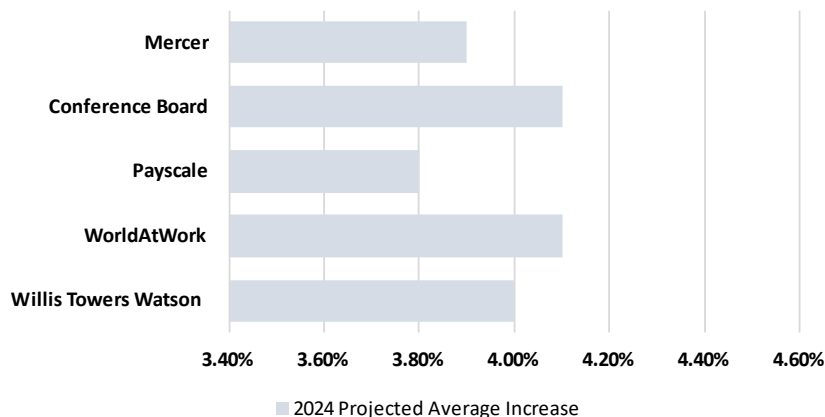
NATIONAL SALARY INCREASE BUDGET SURVEY DATA

In 2023, national surveys projected the average salary increase nationwide would be 4.10%. Across industries and occupations, the actual average salary increase came in at 4.40%. Salary increase budgets in 2023 reached their highest level in 20 years and employers should plan to stay fairly aggressive going into the next year. For 2024, industries and occupations should expect to grow their salary increase budgets by a further 3.90 - 4.10%.

2023 PROJECTED VS. ACTUAL INCREASES



2024 PROJECTED INCREASES



FY2025 RECOMMENDATION

SALARY ADJUSTMENTS

Fund a 4.5% merit-based increase for all permanent positions to recognize and reward state employees in the performance of public service to the citizens of Idaho, and an additional 5.5% increase to positions in the new salary structures (IT/Engineering and Nursing/Healthcare).

SALARY STRUCTURE ADJUSTMENTS

To maintain the desired competitive position, DHR recommends adjustments to the salary structures¹⁹ as follows:

- **Primary Salary Structure**
 - Adjust the Primary Salary Structure midpoints upward by an average of 3.7% (actual increase varies by pay grade).
 - 88 employees²⁰ will require adjustments to the new pay grade minimums.
- **Public Safety Salary Structure**
 - Adjust the Public Safety Salary Structure midpoints upward by an average of 5.8% (actual increase varies by pay grade).
 - 144 employees will require adjustments to the new pay grade minimums.
- **IT/Engineering Salary Structure**
 - Implement a new functional salary structure for IT and Engineering positions²¹. This includes an average 12.5% market increase to pay grades (actual increase varies by pay grade).
 - 11 employees will require adjustments to the new pay grade minimums.
- **Nursing/Healthcare Salary Structure**
 - Implement a new functional salary structure for Nursing and Healthcare positions²². This includes an average 9.4% market increase to pay grades (actual increase varies by pay grade).
 - 0 employees will require adjustments to the new pay grade minimums.

PRIMARY	PUBLIC SAFETY	IT & ENGINEERING	NURSING/HEALTHCARE
3.7%	5.8%	12.5%	9.4%

¹⁹ All Salary Structures can be found in Appendix D.

²⁰ For salary data pulled on October 26, 2023.

²¹ Jobs included in the IT/Engineering Salary Structure, Appendix D.

²² Jobs included in the Nursing/Healthcare Salary Structure, Appendix D.

BENEFIT PACKAGE

Maintain the State’s current retirement and benefits package.

PAYLINE EXCEPTIONS/SPECIFIC OCCUPATIONAL INEQUITIES

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 premiums²³.

DHR reviewed all payline exceptions in 2023 after a full analysis of the recommendations Korn Ferry provided after the 2022 Classification and Compensation Study. After implementation, a significant portion of the payline exceptions were eliminated.

The following classifications remain on payline exception²⁴: Dietary Aide Senior, Nursing Assistant Certified, Physical/Occupational Therapy Aide, Nursing Assistant Certified – Senior, Electrician Traffic Signal, Nurse Licensed Practical, Psychologist, Pharmacy Services Specialist, Psychology Chief, Clinical Specialist.

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.

²³ As part of the CEC process, payline exceptions are reviewed annually by DHR.

²⁴ Payline Exception Report, Appendix E.

ANNUAL TOTAL COMPENSATION PROCESS

OVERVIEW

In accordance with Idaho Code 67-5309A(3), the governor shall submit his own recommendations on the 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.

CHANGE IN EMPLOYEE COMPENSATION TIMELINE



To view a larger resolution of the report, visit: <https://dhr.idaho.gov/kf2023/>

Compensation Market Analysis and Salary Structure Update State of Idaho

Findings and Recommendations Findings

November 15, 2023



1 Introduction



2

Introduction

The State of Idaho has requested Korn Ferry's review of the current compensation policies and practices for all classified employees to provide an overview of the competitiveness of current total remuneration

- Grades range from entry-level clerical or trades jobs in Grade D through Director roles in Grade T

In 2022, Korn Ferry worked closely with DHR to develop updated salary ranges for classified positions to improve the market competitive position to enhance the ability to attract and retain employees in the fast-paced competitive environment

- A **Primary** salary structure was developed to accommodate the majority of classified jobs in the current pay grades
- A **Public Safety** structure was designed to improve the competitive position for critical police and correctional positions
- Structures for **Nursing** and **Technology/Engineering** were considered but not implemented in 2023

In this 2023 review of compensation, Korn Ferry will examine the internal administration of pay within the new structures and compare the current pay practice and policies to the external market to determine the need for future enhancements to the program

- In addition to the compensation analysis focused on base salaries, Korn Ferry has conducted a competitive analysis of benefits
- This analysis of benefits is a key piece of information in assessing the level of competitiveness desired for base salaries in light of the strong benefits package offered to State employees

This report details for full analysis of compensation and benefits to provide an overall assessment of the level of competitiveness at the State for total remuneration

© 2023 Korn Ferry. All rights reserved | 3

2 Compensation Analysis – Primary Structure



4

Internal Equity – Primary Structure

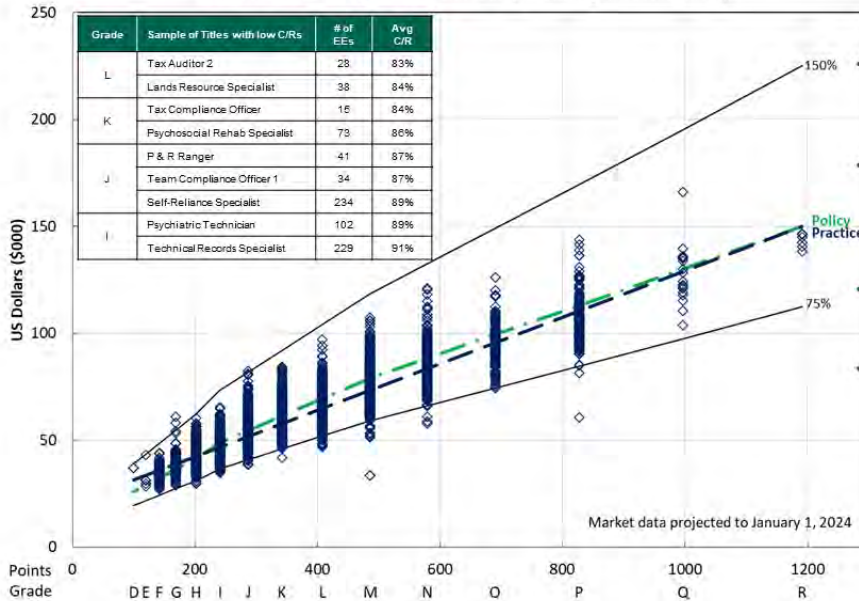
To assess the effectiveness of the State in administering pay within the salary ranges, Korn Ferry conducted an analysis of internal equity

- Internal equity assesses the relationship of base salary to the Grade in which each employee resides
- The graphs on the following pages reflect the salary for each employee within the respective Grade compared to the salary ranges in the Primary structure (Public Safety jobs are in a separate analysis)
 - Overall, the State has made good progress towards moving individual salaries toward the middle of the range, resulting in an overall compa-ratio of 95% for the 7,986 employees and 94% when removing the Technology/Engineering and Nursing employees
 - Technology and Engineering jobs are paid slightly higher in the ranges, with a compa-ratio of 99%
 - Nursing/Healthcare jobs also tend to be paid slightly higher in the range with an overall compa-ratio of 100%
 - *The analysis does not include the Physicians in Grade V*
- The State currently uses salary ranges with a 75% minimum and 150% maximum
 - This is much wider than typical, and Korn Ferry recommends considering a lower maximum of 125%, as only 114 employees are paid above this level for the Primary structure

© 2023 Korn Ferry. All rights reserved. | 5

State of Idaho

Current Base Salary Practice and Policy - Primary Structure Group



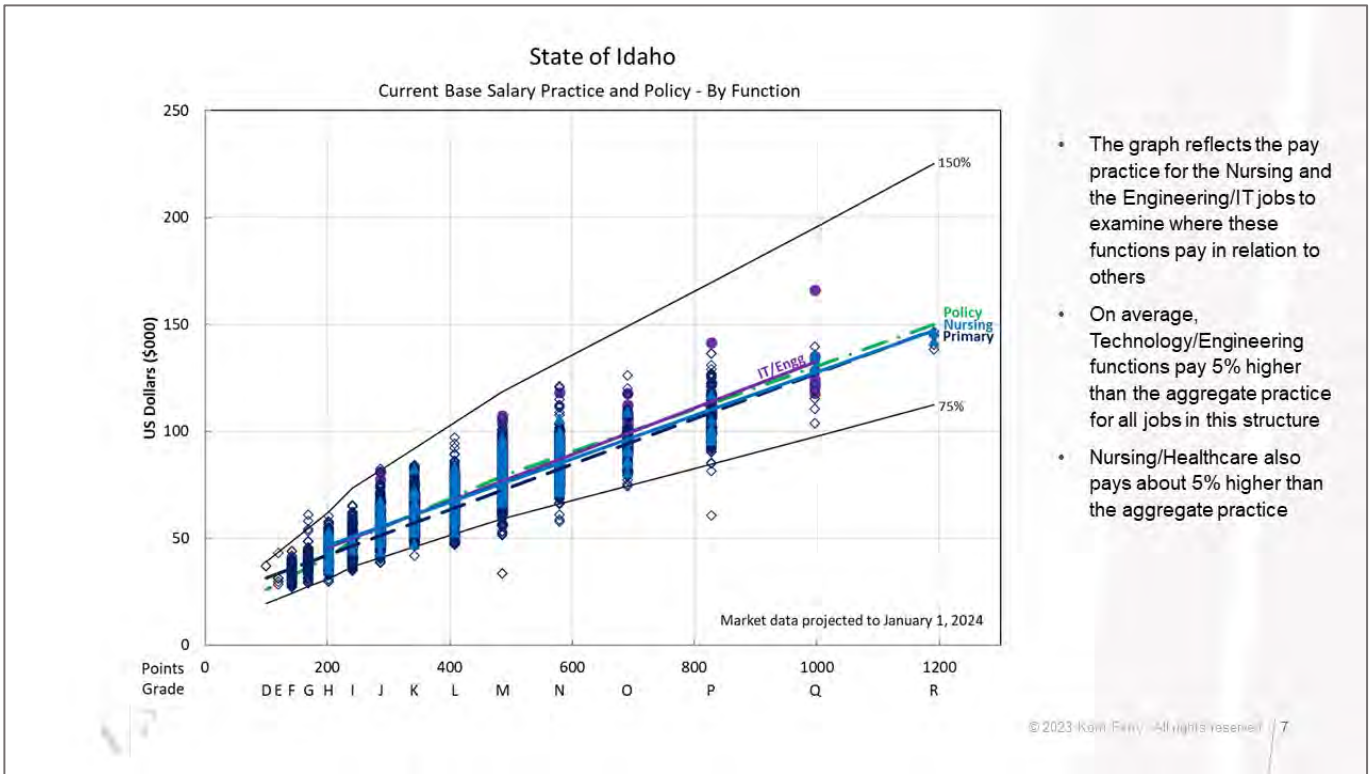
The graph reflects each of the 7,986 employees in the Primary structure plotted in relation to the current salary ranges

The "practice" line on the graph reflects the line of central tendency, with this dashed blue line falling quite close to the "policy"

Only 75 employees fall below the range minimums, with a table showing some key outliers

While the maximum is set at 150% today, only 136 employees fall above a more typical 125% compa-ratio

© 2023 Korn Ferry. All rights reserved. | 6



Internal Equity - Primary Structure (excluding Nursing/Tech/Eng)

The State implemented a salary structure for jobs in the primary functions/agencies, targeting towards the P25 of the national General market considering a 90% Boise cost-of-labor index

- The table reflects the average pay by Grade in relation to the current structure for all jobs excluding the Technology/Engineering and Nursing functions
- Average compa-ratio is 94% which reflects good progress from the initial 90% when implemented using both merit and equity adjustments to move salaries closer to the midpoint
- Average pay in the entry-level hourly Grades D through H is at or above the midpoints, as minimum wage pressure has driven pay for these jobs higher in recent years
- Compa-ratios for Grades I though M are lower, perhaps due to more turnover and less tenure in these roles as employees are promoted quickly

Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
T	\$164,507	\$131,250	\$175,000	\$262,500	94.0%
R	\$142,620	\$112,500	\$150,000	\$225,000	95.1%
Q	\$118,370	\$97,500	\$130,000	\$195,000	91.1%
P	\$105,990	\$84,750	\$113,000	\$169,500	93.8%
O	\$92,780	\$74,550	\$99,400	\$149,100	93.3%
N	\$83,020	\$66,225	\$88,300	\$132,450	94.0%
M	\$73,050	\$59,250	\$79,000	\$118,500	92.5%
L	\$64,620	\$52,050	\$69,400	\$104,100	93.1%
K	\$57,950	\$46,050	\$61,400	\$92,100	94.4%
J	\$51,760	\$40,950	\$54,600	\$81,900	94.8%
I	\$45,520	\$36,750	\$49,000	\$73,500	92.9%
H	\$41,360	\$31,125	\$41,500	\$62,250	99.7%
G	\$39,100	\$27,375	\$36,500	\$54,750	107.1%
F	\$33,720	\$24,300	\$32,400	\$48,600	104.1%
E	\$32,440	\$21,750	\$29,000	\$43,500	111.9%
D	\$37,020	\$19,500	\$26,000	\$39,000	142.4%

Internal Equity – Technology/Engineering in Primary Structure

When analyzing the current pay for jobs in Technology and Engineering roles, the overall compa-ratio within the Primary Structure is 99% for 624 employees

- The table reflects the average pay by Grade for the Technology and Engineering employees, indicating pay closer to Midpoint compared to other jobs on this structure

Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
Q	\$129,574	\$97,500	\$130,000	\$195,000	99.7%
P	\$109,709	\$84,750	\$113,000	\$169,500	97.1%
O	\$99,167	\$74,550	\$99,400	\$149,100	99.8%
N	\$86,935	\$66,225	\$88,300	\$132,450	98.5%
M	\$79,259	\$59,250	\$79,000	\$118,500	100.3%
L	\$66,510	\$52,050	\$69,400	\$104,100	95.8%
K	\$59,341	\$46,050	\$61,400	\$92,100	96.6%
J	\$55,708	\$40,950	\$54,600	\$81,900	102.0%
I	\$46,592	\$36,750	\$49,000	\$73,500	95.1%
H	\$39,208	\$31,125	\$41,500	\$62,250	94.5%

© 2023 Kaim Ferry. All rights reserved. | 9

Internal Equity – Nursing/Healthcare in Primary Structure

When examining the average pay for Nursing jobs in the Primary Structure, the overall compa-ratio is 100% for 581 employees

- The table reflects the compa-ratios by Grade, indicating average pay above Midpoint for many Grades
- This reflects the need to compete more aggressively with the private sector healthcare market for these critical jobs, which raises the average pay within the structure

Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
Q	\$144,477	\$97,500	\$130,000	\$195,000	111%
P	\$114,206	\$84,750	\$113,000	\$169,500	101%
O	\$90,762	\$74,550	\$99,400	\$149,100	91%
N	\$88,602	\$66,225	\$88,300	\$132,450	100%
M	\$79,182	\$59,250	\$79,000	\$118,500	100%
L	\$69,480	\$52,050	\$69,400	\$104,100	100%
K	\$59,458	\$46,050	\$61,400	\$92,100	97%
J	\$56,180	\$40,950	\$54,600	\$81,900	103%
I	\$47,091	\$36,750	\$49,000	\$73,500	96%
H	\$43,218	\$31,125	\$41,500	\$62,250	104%

© 2023 Kaim Ferry. All rights reserved. | 10

External Competitiveness – Primary Structure

To assess the competitiveness of pay at the State, Korn Ferry has compared the current midpoints for each Grade in the Primary Structure and the average pay to two markets using graphs and tables on the following pages:

- **Regional Private Sector Market**– Private sector organizations with employees in seven (7) states including Idaho, Nevada, Oregon, Utah, Washington, Wyoming, and Montana contained in Korn Ferry’s current compensation and benefits database
- **Regional Public Sector Market**– Public sector organizations (states, counties, cities, etc.) in 10 states consisting of the seven above as well as Arizona, Colorado, and New Mexico
- When comparing to the market, Korn Ferry uses percentiles, with the State targeting the 25th Percentile of the private sector market considering the Boise cost-of-labor index of 90

Statistic	Definition
P25	P25 is the 25th Percentile, meaning that 75% of the market data is above this point, and 25% is below. <i>This is Idaho’s target market position</i>
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
Cost-of-Labor Index of 90	The Boise area has a cost-of-labor index of 90, which means that pay levels are approximately 10% below these national levels, on average

© 2023 Korn Ferry. All rights reserved. | 11

Salary Midpoint Competitiveness – Primary Structure

Compared to the regional Private-Sector market, Idaho’s midpoints are close to the P25 for the entry-level Grades and further away (8%-17% below) for Grades K through T (8% below P25 in aggregate)

- This is typical positioning for State governments, as employees demand market pay rates for entry-level jobs while professionals and management roles tend to be more conservative, recognizing the other benefits and attributes of State employment

Compared to the Public-Sector market, the midpoints for Idaho are at or above P25 for the entry-level Grades and slightly below for professional and management Grades (2% below in aggregate)

Grade	Idaho Employees		Idaho Midpoint	Private Sector Market		Public Sector Market	
	# of EEs	% of EEs		Market P25	Idaho % Difference	Market P25	Idaho % Difference
T	1	0.0%	\$175,000	\$211,583	-17%	\$203,763	-14%
R	4	0.1%	\$150,000	\$168,892	-11%	\$164,492	-9%
Q	16	0.2%	\$130,000	\$147,502	-12%	\$145,244	-10%
P	187	2.3%	\$113,000	\$128,759	-12%	\$120,576	-6%
O	195	2.4%	\$99,400	\$113,654	-13%	\$106,767	-7%
N	580	7.3%	\$88,300	\$101,415	-13%	\$95,580	-8%
M	1194	15.0%	\$79,000	\$91,669	-14%	\$86,629	-9%
L	1503	18.8%	\$69,400	\$78,118	-11%	\$74,760	-7%
K	1012	12.7%	\$61,400	\$66,651	-8%	\$62,652	-2%
J	1352	16.9%	\$54,600	\$57,095	-4%	\$52,668	4%
I	736	9.2%	\$49,000	\$49,103	0%	\$46,648	5%
H	875	11.0%	\$41,500	\$42,327	-2%	\$40,210	3%
G	203	2.5%	\$36,500	\$36,984	-1%	\$35,135	4%
F	120	1.5%	\$32,400	\$33,800	-4%	\$32,110	1%
E	6	0.1%	\$29,000	\$31,205	-7%	\$29,645	-2%
D	2	0.0%	\$26,000	\$30,784	-16%	\$29,245	-11%
Overall	7986	100.0%			-7.8%		-2.3%

All rights reserved. | 12

Average Salary Competitiveness – Primary Structure

Compared to the Private-Sector market, Idaho's average salaries range from P25 to well below P25

- The overall position is approximately 5% lower for actual pay than the midpoints

Compared to the Public-Sector market, average salaries for Idaho are above P25 for the entry-level Grades and fall below for professional and management Grades (6.4% below in aggregate)

Grade	Idaho Employees		Idaho Average Salary	Private Sector Market		Public Sector Market	
	# of EEs	% of EEs		Market P25	Idaho % Difference	Market P25	Idaho % Difference
T	1	0.0%	\$164,507	\$211,583	-22%	\$203,763	-19%
R	4	0.1%	\$142,620	\$168,892	-16%	\$164,492	-13%
Q	16	0.2%	\$127,236	\$147,502	-14%	\$145,244	-12%
P	187	2.3%	\$106,962	\$128,759	-17%	\$120,576	-11%
O	195	2.4%	\$94,950	\$113,654	-16%	\$106,767	-11%
N	580	7.3%	\$83,658	\$101,415	-18%	\$95,580	-12%
M	1194	15.0%	\$74,761	\$91,669	-18%	\$86,629	-14%
L	1503	18.8%	\$65,644	\$78,118	-16%	\$74,760	-12%
K	1012	12.7%	\$58,108	\$66,651	-13%	\$62,652	-7%
J	1352	16.9%	\$52,068	\$57,095	-9%	\$52,668	-1%
I	736	9.2%	\$45,539	\$49,103	-7%	\$46,648	-2%
H	875	11.0%	\$41,476	\$42,327	-2%	\$40,210	3%
G	203	2.5%	\$39,103	\$36,984	6%	\$35,135	11%
F	120	1.5%	\$33,716	\$33,800	0%	\$32,110	5%
E	6	0.1%	\$32,445	\$31,205	4%	\$29,645	9%
D	2	0.0%	\$37,024	\$30,784	20%	\$29,245	27%
Overall	7986	100.0%			-11.7%		-6.4%

© 2023 Kavin Ferry - All rights reserved | 13

External Competitiveness – Technology/Engineering Market

Using the current salary ranges for the Technology and Engineering jobs results in a less competitive position for the State when hiring for and retaining these professionals against the market for similar jobs

- Market premium for IT and Engineering jobs at P25 is about 10% on average, with the premium typically phased out by Grade Q as jobs become more "management" roles than technical individual contributors
- When comparing to technical jobs in the market, the State's midpoints are well below the P25, indicating the need for a more competitive structure for these jobs

Grade	Average Pay	Current Midpoint	All Jobs Market P25	IT/Eng Market P25	IT/Eng Market Premium	Average Pay % from P25	Midpoint % from P25
Q	\$129,574	\$130,000	\$147,502	\$147,502	0%	-12%	-12%
P	\$109,709	\$113,000	\$128,759	\$135,197	5%	-19%	-16%
O	\$99,167	\$99,400	\$113,654	\$121,610	7%	-18%	-18%
N	\$86,935	\$88,300	\$101,415	\$110,543	9%	-21%	-20%
M	\$79,259	\$79,000	\$91,669	\$100,278	9%	-21%	-21%
L	\$66,510	\$69,400	\$78,118	\$85,929	10%	-23%	-19%
K	\$59,341	\$61,400	\$66,651	\$73,982	11%	-20%	-17%
J	\$55,708	\$54,600	\$57,095	\$63,946	12%	-13%	-15%
I	\$46,592	\$49,000	\$49,103	\$56,468	15%	-17%	-13%
H	\$39,208	\$41,500	\$42,327	\$49,099	16%	-20%	-15%

© 2023 Kavin Ferry - All rights reserved | 14

External Competitiveness – Nursing/Healthcare Market

Base salary midpoints for nurses and other healthcare jobs are based on the Primary Structure today

- The majority of the nursing jobs are paid below the P25 of the market based on job title comparisons in Korn Ferry's survey and NCASG
 - The LPN in Grade J is paid close to market P50 against the Korn Ferry and NCASG markets, with no need for increase in midpoint
 - The Nursing Assistants are paid very competitively against the market and do not require any adjustment
- Social Workers/Clinicians are paid in line with the healthcare market and NCASG for these jobs
- Pharmacist is paid well in comparison to the market; however, Korn Ferry recommends moving this job to Grade P to provide a salary range that better aligns with the market

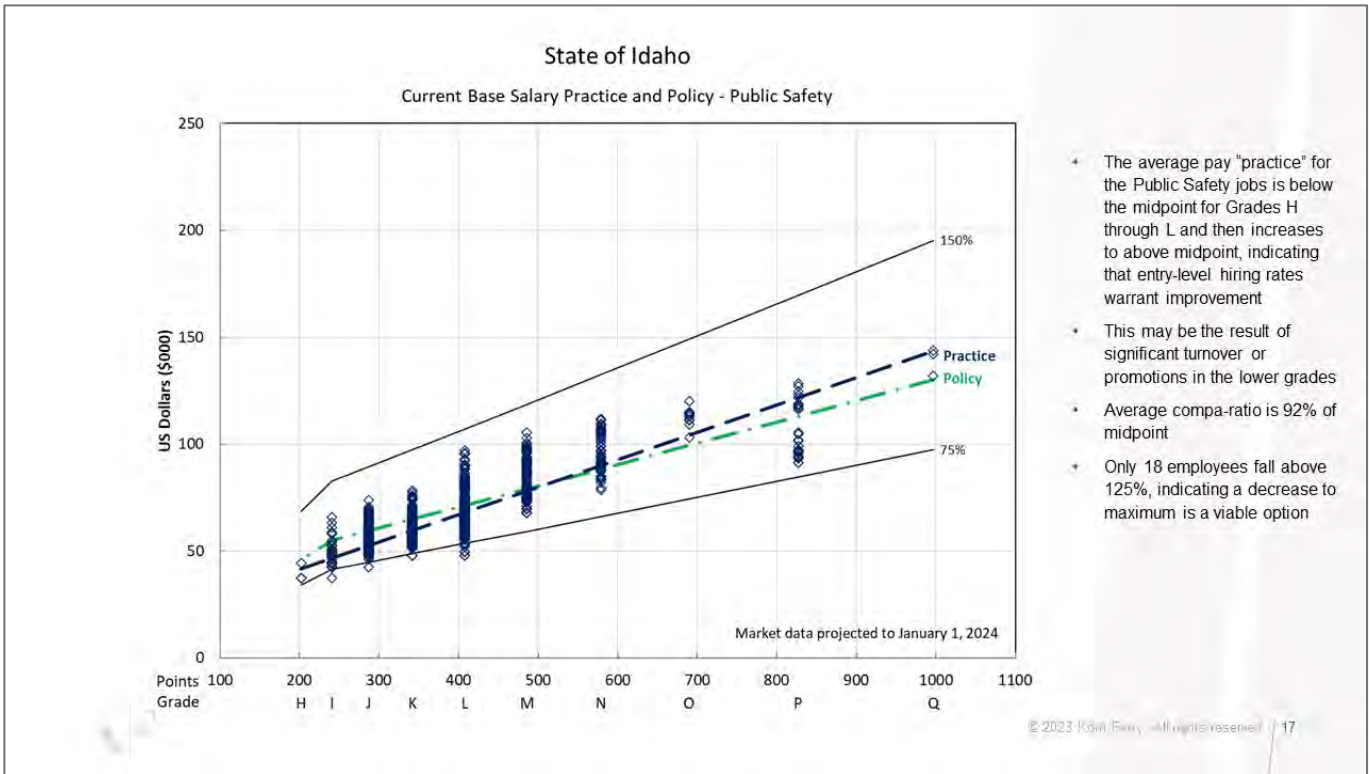
Title	Grade	Average Pay	Current Midpoint	KF Market P25	KF Market P50	NCASG Market Average	Avg Pay % from P25 KF	MP % from P25 KF	Avg Pay % from P50 KF	MP % from P50 KF	Avg Pay % from NCASG	MP % from NCASG
Nursing Services Director	P	\$101,790	\$113,000	\$114,197	\$142,157	\$116,599	-11%	-1%	-28%	-21%	-13%	-3%
Pharmacist Clinical	P	\$133,494	\$113,000	\$118,288	\$130,498	\$125,174	13%	-4%	2%	-13%	7%	-10%
Nurse, Advanced Practice (Nurse Practitioner)	N	\$98,842	\$88,300	\$128,004	\$143,390	\$115,428	-23%	-31%	-31%	-38%	-14%	-24%
Nurse Registered Manager	N	\$88,602	\$88,300	\$98,698	\$114,468		-10%	-11%	-23%	-23%		
Nurse Registered Senior	M	\$80,505	\$79,000	\$88,375	\$111,441	\$94,060	-9%	-11%	-28%	-29%	-14%	-16%
Therapist	L	\$91,291	\$69,400	\$84,489	\$97,157	\$91,440	8%	-18%	-6%	-29%	0%	-24%
Nurse Registered	L	\$72,956	\$69,400	\$75,782	\$89,375	\$80,339	-4%	-8%	-18%	-22%	-9%	-14%
Child Welfare Social Worker 3/Clinician	L	\$70,334	\$69,400	\$76,184	\$89,020		-8%	-9%	-21%	-22%		
Child Welfare Social Worker 2	L	\$63,881	\$69,400	\$66,141	\$78,828	\$59,618	-3%	5%	-19%	-12%	7%	16%
Child Welfare Social Worker 1	K	\$52,811	\$61,400	\$58,434	\$69,878		-10%	5%	-24%	-12%		
Nurse Licensed Practical	J	\$56,180	\$54,600	\$50,251	\$58,593	\$57,228	12%	9%	-4%	-7%	-2%	-5%
Nursing Assistant Certified - Senior	I	\$47,091	\$49,000	\$33,342	\$37,321		41%	47%	26%	31%		
Nursing Assistant Certified	H	\$43,218	\$41,500	\$30,782	\$33,519	\$38,770	40%	35%	29%	24%	11%	7%

© 2023 Korn Ferry. All rights reserved. | 15

3 Compensation Analysis – Public Safety Structure



16



Internal Equity - Public Safety Structure

The State implemented an updated salary structure for jobs in Public Safety in 2023, targeting towards market average of the NCASG 10-state region

- The table reflects the average pay by Grade in relation to the current midpoint and salary ranges, with 75% minimum and 150% maximum
- Average compa-ratio for the 1622 employees is 93% which reflects good salary increase movement from the initial 86% when implemented, with 10 falling below minimum and none falling above maximum
- Average pay for the entry-level Public Safety roles is quite low compared to this structure, reflecting less tenure in these roles

Title	Tenure	Grade	Average Pay	75% Minimum	Current Midpoint	150% Maximum	Average Compa-Ratio
Major	25.6	Q	\$139,207	\$97,500	\$130,000	\$195,000	107%
Captain	19.3	P	\$121,428	\$84,750	\$113,000	\$169,500	107%
Lieutenant	19.9	O	\$112,565	\$74,550	\$99,400	\$149,100	113%
Sergeant/Correctional Manager 2	16.3	N	\$95,329	\$66,225	\$88,300	\$132,450	108%
ISP Specialist/Correctional Lieutenant	14.7	M	\$83,241	\$59,250	\$79,000	\$118,500	105%
Trooper/Conservation Officer Senior/Correctional Sergeant	8.9	L	\$67,615	\$53,550	\$71,400	\$107,100	95%
Probation & Parole Officer Senior	7.9	K	\$58,406	\$48,750	\$65,000	\$97,500	90%
Correctional Officer	4.3	J	\$51,794	\$44,775	\$59,700	\$89,550	87%
Rehabilitation Technician	4.1	I	\$47,244	\$41,400	\$55,200	\$82,800	86%
Rehabilitation Tech Trainee	0.7	H	\$39,770	\$34,275	\$45,700	\$68,550	87%

© 2023 KJWI Firm - All rights reserved | 18

External Competitiveness – Public Safety Structure

The table reflects a comparison to the NCASG market for States within Idaho's region using job titles

- As shown on the table, the midpoint for the entry level jobs (Grade H through K) are aligned with other states, but the structure for Grades L and above require more attention
- Trooper midpoint and average pay are low compared to the market, with this job being critical to the public safety structure
- ISP Sergeant and Lieutenant are paid well in relationship to the market, but the midpoints may warrant adjustment

Title	Survey Job Title	Grade	# of EEs	Current Average Pay	Current Midpoint	Current Compa-Ratio	NCASG Market Avg	Actual Pay % from Market Avg	MP % from Market Avg
Major	No match	Q	3	\$139,207	\$130,000	107%			
Captain	Highway Patrol Captain	P	10	\$121,428	\$113,000	107%	\$134,141	-9%	-16%
Lieutenant	Highway Patrol Lieutenant	O	10	\$112,565	\$99,400	113%	\$116,432	-3%	-15%
Sergeant	Highway Patrol Sergeant	N	45	\$97,204	\$88,300	110%	\$103,036	-6%	-14%
Correctional Manager 2	Correctional Captain	N	7	\$85,093	\$88,300	96%	\$91,782	-7%	-4%
Trooper	Highway Patrol Trooper	L	133	\$67,732	\$71,400	95%	\$84,953	-20%	-16%
	<i>Trooper market data excl. WA state</i>						\$81,000	-16%	-12%
Conservation Officer Senior	Wildlife Officer/Game Warden	L	60	\$71,447	\$71,400	100%	\$69,479	3%	3%
Correctional Sergeant	Correctional Sergeant	L	100	\$65,159	\$71,400	91%	\$71,017	-8%	1%
Probation & Parole Officer Senior	Probation and Parole Officer	K	169	\$58,406	\$65,000	90%	\$68,115	-14%	-5%
Correctional Officer	Correctional Officer	J	633	\$51,794	\$59,700	87%	\$57,728	-10%	3%
Rehabilitation Technician	Youth Specialist	I	84	\$47,244	\$55,200	86%	\$53,629	-12%	3%
Rehabilitation Tech Trainee	No match	H	3	\$39,770	\$45,700	87%			
			1257					-11.0%	-1.0%

© 2023 Josie Perry. All rights reserved. | 19

4 Recommendations



20

Recommended Salary Structure – Primary

To maintain the desired competitive position targeting the P25 of the general market, the consultants recommend continue to adjust the salary structure

- As shown in the table, proposed midpoint movements of 1% to 7.6% are recommended to continue modifying the structure and improving the competitive position in the market
- While atypical, the structure continues the use of the wide range with a 75% minimum and 150% maximum
- While the adjustments do not fully achieve a P25 position, the movement results in a structure closer to market competitiveness considering both the private and public-sector markets
- Average compa-ratio will be 90.7% using these new ranges, excluding Nursing and Technology/Engineering jobs

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	% change	% from P25	Resulting Compa-Ratio
V	\$225,000	\$168,750	\$225,000	\$337,500	0.0%	-25.0%	112%
U	\$200,000	\$153,750	\$205,000	\$307,500	2.5%	-14.7%	n/a
T	\$175,000	\$138,750	\$185,000	\$277,500	5.7%	-12.6%	76%
R	\$150,000	\$120,000	\$160,000	\$240,000	6.7%	-5.3%	89%
Q	\$130,000	\$104,550	\$139,400	\$209,100	7.2%	-5.5%	85%
P	\$113,000	\$90,975	\$121,300	\$181,950	7.3%	-5.8%	86%
O	\$99,400	\$80,100	\$106,800	\$160,200	7.4%	-6.0%	87%
N	\$88,300	\$71,250	\$95,000	\$142,500	7.6%	-6.3%	87%
M	\$79,000	\$61,875	\$82,500	\$123,750	4.4%	-10.0%	89%
L	\$69,400	\$54,000	\$72,000	\$108,000	3.7%	-7.8%	90%
K	\$61,400	\$47,325	\$63,100	\$94,650	2.8%	-5.3%	91%
J	\$54,600	\$41,775	\$55,700	\$83,550	2.0%	-2.4%	93%
I	\$49,000	\$37,125	\$49,500	\$74,250	1.0%	0.8%	92%
H	\$41,500	\$32,550	\$43,400	\$65,100	4.6%	2.5%	95%
G	\$36,500	\$28,650	\$38,200	\$57,300	4.7%	3.3%	103%
F	\$32,400	\$25,500	\$34,000	\$51,000	4.9%	0.6%	99%
E	\$29,000	\$22,875	\$30,500	\$45,750	5.2%	-2.3%	108%
D	\$26,000	\$20,550	\$27,400	\$41,100	5.4%	-12.2%	135%

© 2023 Korn Ferry. All rights reserved. | 21

Recommended salary structure – Technology and Engineering

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

- This results in a premium-priced structure ranging from 15% at Grade H and diminishing to align with the Primary structure at Grade Q

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	IT vs primary	% change	% from P25	Resulting Compa-Ratio
Q	\$130,000	\$104,550	\$139,400	\$209,100	0%	7.2%	-5%	93%
P	\$113,000	\$93,900	\$125,200	\$187,800	3%	10.8%	-7%	88%
O	\$99,400	\$85,350	\$113,800	\$170,700	7%	14.5%	-6%	87%
N	\$88,300	\$78,375	\$104,500	\$156,750	10%	18.3%	-5%	83%
M	\$79,000	\$68,100	\$90,800	\$136,200	10%	14.9%	-9%	87%
L	\$69,400	\$59,400	\$79,200	\$118,800	10%	14.1%	-8%	84%
K	\$61,400	\$52,350	\$69,800	\$104,700	11%	13.7%	-6%	85%
J	\$54,600	\$46,425	\$61,900	\$92,850	11%	13.4%	-3%	90%
I	\$49,000	\$41,475	\$55,300	\$82,950	12%	12.9%	-2%	84%
H	\$41,500	\$37,350	\$49,800	\$74,700	15%	20.0%	1%	79%

© 2023 Korn Ferry. All rights reserved. | 22

Recommended salary structure – Nursing/Healthcare

Based on the market pricing to the healthcare industry, Korn Ferry recommends a Nursing/Healthcare structure for those jobs which require a premium, targeting the P25 of the healthcare market for similar jobs

- Based on the market comparison, the Primary Structure for Grades G through J will accommodate the hourly Nursing Assistants and LPNs
- Starting with Grade K, the structure targets the P25 of the nursing/healthcare market based on the job title pricing, and then aligns back with the Primary structure at Grade P, which fits the P25 of both markets
- As indicated earlier, Korn Ferry recommends placing the Clinical Pharmacist in Grade P to align the salary ranges with the market for this job

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	Nursing /HC vs Primary	% Change	% from P25	Resulting Compa-Ratio
Q	\$130,000	\$104,550	\$139,400	\$209,100	0%	7.2%	-5%	103.6%
P	\$113,000	\$90,975	\$121,300	\$181,950	0%	7.3%	6%	94%
O	\$99,400	\$82,050	\$109,400	\$164,100	2%	10.1%	-8%	83%
N	\$88,300	\$74,850	\$99,800	\$149,700	5%	13.0%	-12%	89%
M	\$79,000	\$67,500	\$90,000	\$135,000	9%	13.9%	4%	88%
L	\$69,400	\$57,450	\$76,600	\$114,900	6%	10.4%	4%	91%
K	\$61,400	\$48,900	\$65,200	\$97,800	3%	6.2%	12%	91%
J	\$54,600	\$41,775	\$55,700	\$83,550	0%	2.0%	11%	101%
I	\$49,000	\$37,125	\$49,500	\$74,250	0%	1.0%	48%	95%
H	\$41,500	\$32,550	\$43,400	\$65,100	0%	4.6%	41%	100%
G	\$36,500	\$28,650	\$38,200	\$57,300	0%	4.7%	n/a	n/a

© 2023 Korn Ferry. All rights reserved. | 23

Recommended salary structure – Public Safety

To continue making progress in the Public Safety pay structure, the consultants recommend adjustments to salary ranges for 2024 to move closer to the market average for jobs in other States in the region

- The midpoints require increases ranging from 3.3% to 10.9% to compete with the average of the market for public safety roles in other states
- This results in a premium-priced structure ranging from 15% at Grade I and diminishing to 2% at Grade Q
- The overall compa-ratio reflects the need for significant salary adjustments for employees in the entry-level jobs and the State Troopers in Grade L

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	Public Safety vs Primary	% change	% from Mkt	Resulting Compa-Ratio
Q	\$130,000	\$106,650	\$142,200	\$213,300	2.0%	9.4%		98%
P	\$113,006	\$93,150	\$124,200	\$186,300	2.4%	9.9%	-7%	86%
O	\$99,403	\$82,200	\$109,600	\$164,400	2.6%	10.3%	-6%	103%
N	\$88,296	\$73,425	\$97,900	\$146,850	3.1%	10.9%	1%	98%
M	\$78,998	\$64,950	\$86,600	\$129,900	5.0%	9.6%		97%
L	\$71,406	\$57,900	\$77,200	\$115,800	7.2%	8.1%	3%	88%
K	\$65,000	\$51,900	\$69,200	\$103,800	9.7%	6.5%	2%	86%
J	\$59,696	\$46,950	\$62,600	\$93,900	12.4%	4.9%	8%	83%
I	\$55,203	\$42,750	\$57,000	\$85,500	15.2%	3.3%	6%	83%
H	\$45,698	\$36,000	\$48,000	\$72,000	10.6%	5.0%		83%

© 2023 Korn Ferry. All rights reserved. | 24

All Recommended Structures

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

Grade	Current Midpoint	Primary	Public Safety	IT/Engineering	Nursing/Healthcare	Public Safety % Premium	IT/Engineering % Premium	Nursing/Healthcare % Premium
V	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	0.0%	0.0%	0.0%
U	\$200,000	\$205,000	\$205,000	\$205,000	\$205,000	0.0%	0.0%	0.0%
T	\$175,000	\$185,000	\$185,000	\$185,000	\$185,000	0.0%	0.0%	0.0%
R	\$150,000	\$160,000	\$160,000	\$160,000	\$160,000	0.0%	0.0%	0.0%
Q	\$130,000	\$139,400	\$142,200	\$139,400	\$130,000	2.0%	0.0%	0.0%
P	\$113,000	\$121,300	\$124,200	\$125,200	\$121,300	2.4%	3.2%	0.0%
O	\$99,400	\$106,800	\$109,600	\$113,800	\$109,400	2.6%	6.6%	2.4%
N	\$88,300	\$95,000	\$97,900	\$104,500	\$99,800	3.1%	10.0%	5.1%
M	\$79,000	\$82,500	\$86,600	\$90,800	\$90,000	5.0%	10.1%	9.1%
L	\$69,400	\$72,000	\$77,200	\$79,200	\$76,600	7.2%	10.0%	6.4%
K	\$61,400	\$63,100	\$69,200	\$69,800	\$65,200	9.7%	10.6%	3.3%
J	\$54,600	\$55,700	\$62,600	\$61,900	\$55,700	12.4%	11.1%	0.0%
I	\$49,000	\$49,500	\$57,000	\$55,300	\$49,500	15.2%	11.7%	0.0%
H	\$41,500	\$43,400	\$48,000	\$49,800	\$43,400	10.6%	14.7%	0.0%
G	\$36,500	\$38,200	\$38,200	\$38,200	\$38,200	0.0%	0.0%	0.0%
F	\$32,400	\$34,000	\$34,000	\$34,000	\$34,000	0.0%	0.0%	0.0%
E	\$29,000	\$30,500	\$30,500	\$30,500	\$30,500	0.0%	0.0%	0.0%

© 2023 Kam Ferry. All rights reserved | 25

Impact of proposed salary structures

The table below shows the impact of the proposed structures for comparison. Overall beginning compa-ratio will be 89.7% for all groups combined, which reflects the need for internal salary adjustments in 2024 to bring employee pay more in line with the market and pay philosophy of the State

- The State uses a 75% minimum to alleviate cost of implementation rather than move to 80% as more typical in the market

Statistic	Primary	Public Safety	IT & Engineering	Nursing/Healthcare	Total
Total Employees	6781	1622	624	581	9608
Current Payroll	\$400,844,787	\$100,032,587	\$47,469,074	\$40,685,798	\$589,032,246
Recommended Midpoints	\$441,894,800	\$115,275,100	\$55,016,900	\$44,738,700	\$656,925,500
Compa-Ratio	90.7%	86.8%	86.3%	90.9%	89.7%
# EEs Below New Minimum	165	88	39	7	299
% of EEs Below New Minimum	2.4%	5.4%	6.3%	1.2%	3.1%
\$s Below New Minimum	\$773,086	\$191,721	\$141,360	\$15,099	\$1,121,266
Below New Min as % of Payroll	0.19%	0.19%	0.30%	0.04%	0.19%
# EEs Above New Maximum	2	0	0	0	2
% of Employees Above New Maximum	0.0%	0.0%	0.0%	0.0%	0.0%
\$s Above New Maximum	\$4,792	\$0	\$0	\$0	\$4,792
Above New Max as % of Payroll	0.00%	0.00%	0.00%	0.00%	0.00%

© 2023 Kam Ferry. All rights reserved | 26

5

Benefits Market Competitiveness



Total Benefits

Benefits Market Competitiveness

Similar to compensation, the benefits at the State have been compared to the two regional markets for both the Private Sector and Public Sector

Benefit Area	Idaho vs. Private Sector Market		Idaho vs. Public Sector Market	
	2022	2023	2022	2023
Total Benefits	> P75	> P75	P50	~ P50
Retirement	> P75	> P75	~ P50	P50
Health Care	> P75	~ P75	P50	P25-P50
Disability	> P75	> P75	> P75	> P75
Life Insurance	~ P50	~ P50	> P75	> P75

- The State's current overall competitive market position for benefits is consistent with past years, falling highly competitive against the Private Sector and in line with market Median compared to other Public-Sector entities
 - The State did make changes to the medical plan provisions and premiums, which slightly reduced the ranking for the healthcare plans. Organizations in both markets are trending towards similar changes in the medical plans.
- Charts and tables in this section illustrate the State's market position and highlight the key drivers of the benefits program value for the State

Benefits Values compared to market

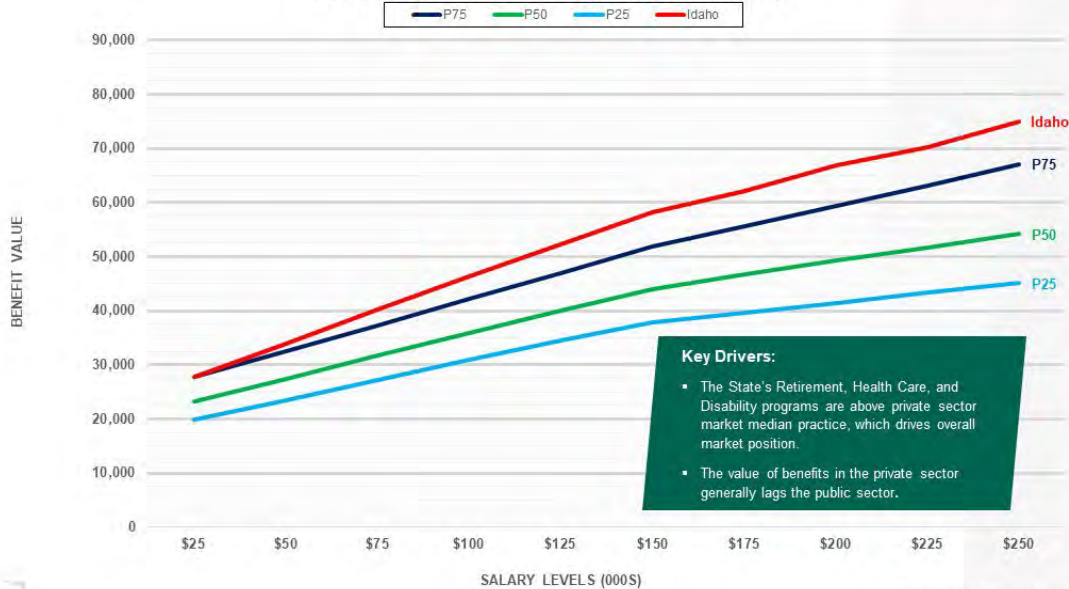
When comparing Idaho's benefits by Grade level, the State falls well above the Private-Sector market and slightly below the Median of the Public-Sector market

- This position is detailed in the following pages based on salary levels

Grade	Idaho # of EEs	Idaho Current Benefits	Benefits Values			
			Private Sector Mkt P50	Public Sector Mkt P50	Idaho Benefits % from P50 Private Sector	Idaho Benefits % from P50 Public Sector
T	1	\$60,434	\$46,367	\$63,136	30.3%	-4.3%
R	4	\$56,395	\$42,810	\$58,123	31.7%	-3.0%
Q	16	\$52,810	\$40,311	\$54,599	31.0%	-3.3%
P	187	\$48,006	\$37,016	\$49,956	29.7%	-3.9%
O	195	\$45,102	\$35,058	\$47,168	28.6%	-4.4%
N	580	\$42,304	\$33,208	\$44,501	27.4%	-4.9%
M	1194	\$40,099	\$31,748	\$42,400	26.3%	-5.4%
L	1503	\$37,839	\$30,144	\$40,278	25.5%	-6.1%
K	1012	\$35,972	\$28,817	\$38,523	24.8%	-6.6%
J	1352	\$34,475	\$27,754	\$37,116	24.2%	-7.1%
I	736	\$32,857	\$26,662	\$35,546	23.2%	-7.6%
H	875	\$31,850	\$25,999	\$34,554	22.5%	-7.8%
G	203	\$31,262	\$25,612	\$33,975	22.1%	-8.0%
F	120	\$29,928	\$24,732	\$32,660	21.0%	-8.4%
E	6	\$29,613	\$24,525	\$32,350	20.7%	-8.5%
D	2	\$30,747	\$25,272	\$33,468	21.7%	-8.1%
Overall	7986	\$36,743	\$29,366	\$39,234	25.1%	-6.3%

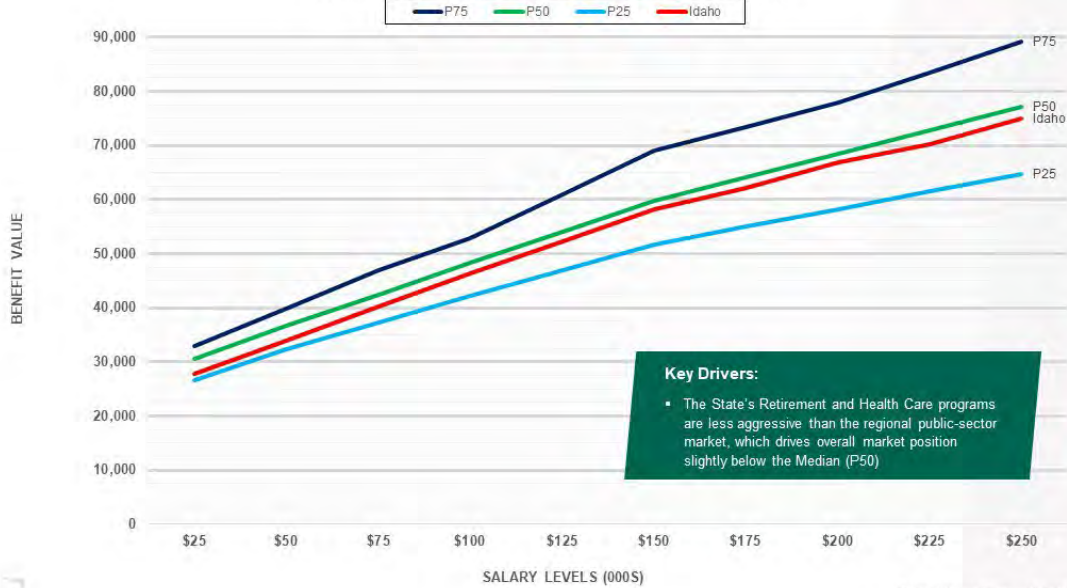
© 2023 Korn Ferry. All rights reserved | 29

Idaho vs. Private Sector - Total Benefits



© 2023 Korn Ferry. All rights reserved | 30

Idaho vs. Public Sector - Total Benefits



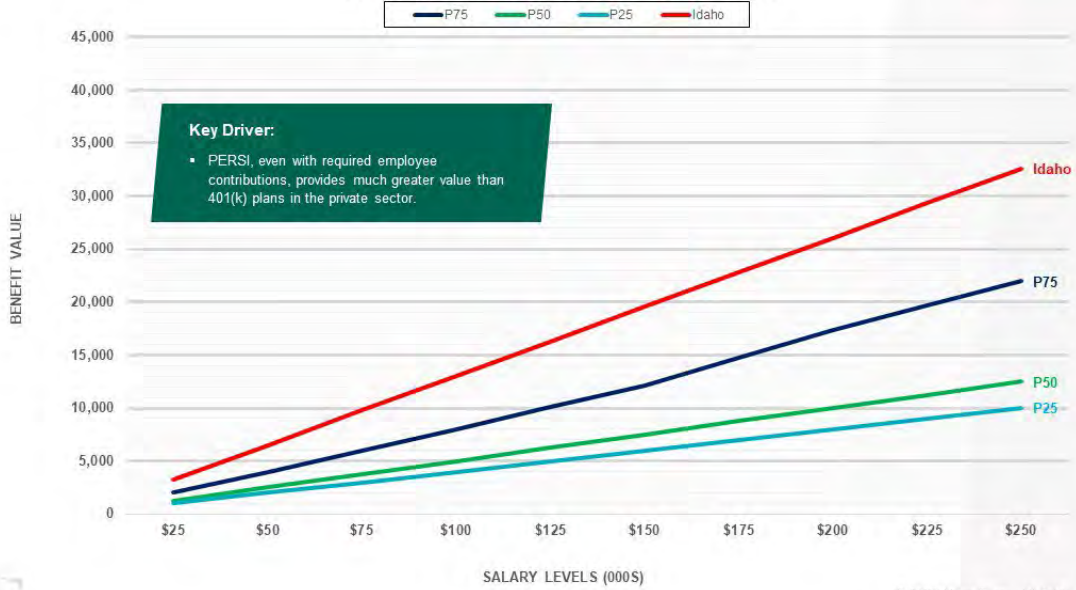
Key Drivers:

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

Benefits Review – Retirement

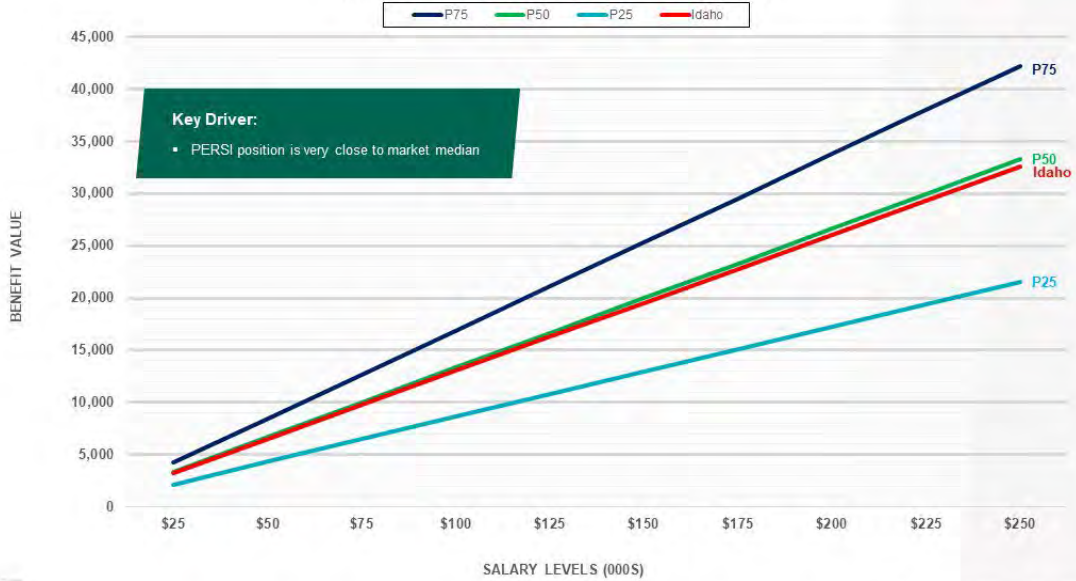
Retirement	Key Findings
Idaho	<ul style="list-style-type: none"> The State continues to provide employees with a defined benefit (DB) retirement program through PERSI: <ul style="list-style-type: none"> DB formula = 2% x highest 4 years pay x years of service <ul style="list-style-type: none"> Employee contribution decreased from 7.16% to 6.71% Fully vested after 5 years Guaranteed COLA based on CPI Reduced early retirement at age 55 – 6% per year Employees may make contributions to a 401(k) or 457 plan provided by the State. The State does not make any contributions to these plans
Market	<ul style="list-style-type: none"> Defined Benefit DB plans are not common in the Private Sector (only 9%), however, they remain very prevalent with the Public Sector (80%) Companies typically require employee contributions in public sector defined benefit plans. Only the employer portion is valued. Both market groups offer Defined Contribution plans; however, most Public Sector organizations do not make contributions to these plans. In the Private Sector, DC plans such as 401(k) plans are the primary retirement vehicle for making employer contributions Employer retirement contributions to DC plans in the private sector are 4-5% at the median. Employer contributions are a combination of matching contributions and non-elective contributions
Private => P75	<ul style="list-style-type: none"> The State's DB plan continues to be competitive when compared to the Private Sector, where DB plans are not prevalent
Public = P50	<ul style="list-style-type: none"> The State's DB plan is at market median when compared to other Public Sector organizations.

Idaho vs. Private Sector - Retirement



© 2023 Korn Ferry. All rights reserved | 33

Idaho vs. Public Sector - Retirement



© 2023 Korn Ferry. All rights reserved | 34

Benefits Review – Health Care

Health Care	Key Findings
Idaho	<ul style="list-style-type: none"> The State of Idaho provides employees with three (3) Medical/Rx plan options: <ul style="list-style-type: none"> The PPO is the most prevalent plan and valued in the total benefits analysis of this report. Employee premium contributions are 6% for single coverage and 29% for family coverage To incent employees to choose the High Deductible Plan (HDHP), premiums for all enrolled employees were reduced and the family deductible was reduced to \$4,000. Also, a funded Health Savings Account and a Limited Purpose Flexible Spending Account to accompany the HSA was implemented so those employees in the HSA can still have access to tax-advantaged dollars for other health expenses The Healthcare value is enhanced by the 2-month premium holiday recently provided to employees The prescription drugs and vision coverages are bundled under the medical plan and included in the medical premiums The State also provides dental coverage with premiums and plan provisions in line with the market median
Market	<ul style="list-style-type: none"> A PPO is the prevalent plan type in the Private Sector Market. Plan design features have remained consistent: <ul style="list-style-type: none"> Median deductible of \$1,000/\$2,000, out-of-pocket max of \$3,500/\$7,000 and 15-20% coinsurance Employees pay approximately 20-30% of medical premiums, 35% of dental and 100% of vision A PPO is also the prevalent plan type in the Public Sector Market <ul style="list-style-type: none"> Median deductible of \$750/\$1,500, out-of-pocket maximum of \$3,500/\$7,000 and 15% coinsurance Employees pay approximately 15-25% of medical premiums, 35% of dental and 100% of vision
Private = ~ P75	<ul style="list-style-type: none"> The State plans had changes made to the plan provisions and premiums. The State's PPO is more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance). The other two plans are less competitive.
Public = P25-P50	<ul style="list-style-type: none"> The State's PPO health care plan is 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

© 2023 Kam Ferry. All rights reserved | 35

Idaho vs. Private Sector - Health Care



© 2023 Kam Ferry. All rights reserved | 36

Idaho vs. Public Sector - Health Care



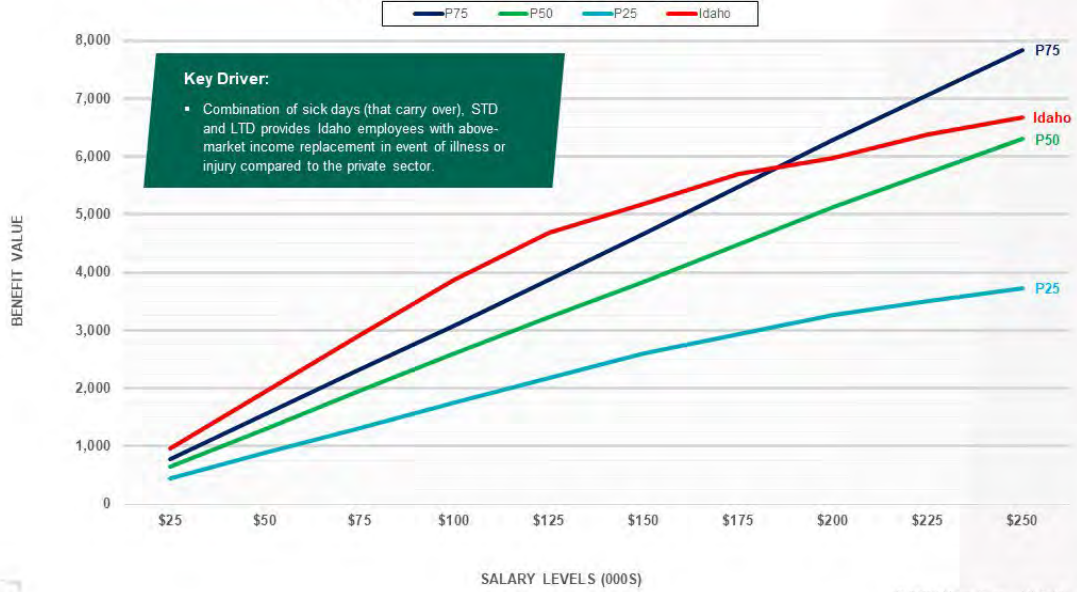
© 2023 Korn Ferry. All rights reserved | 37

Benefits Review – Disability

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

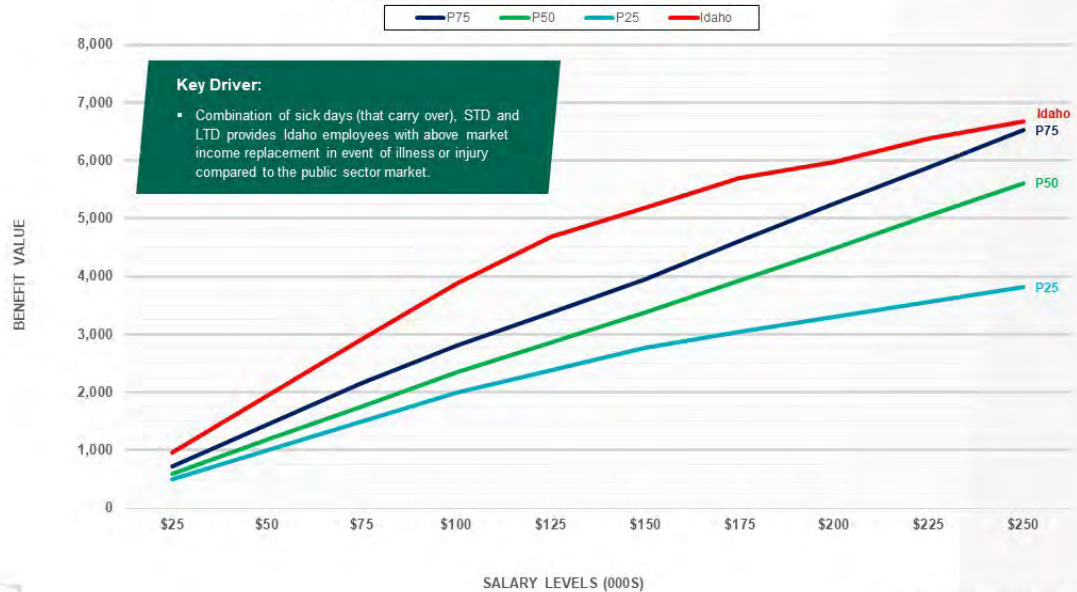
© 2023 Korn Ferry. All rights reserved | 38

Idaho vs. Private Sector - Disability



© 2023 Korn Ferry. All rights reserved | 39

Idaho vs. Public Sector - Disability



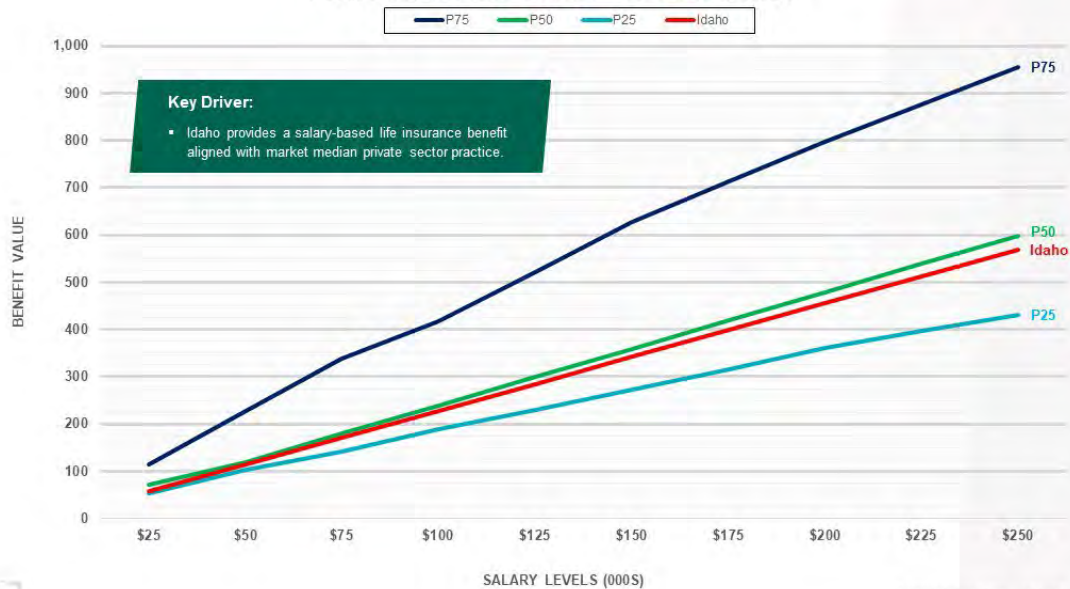
© 2023 Korn Ferry. All rights reserved | 40

Benefits Review – Life Insurance

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

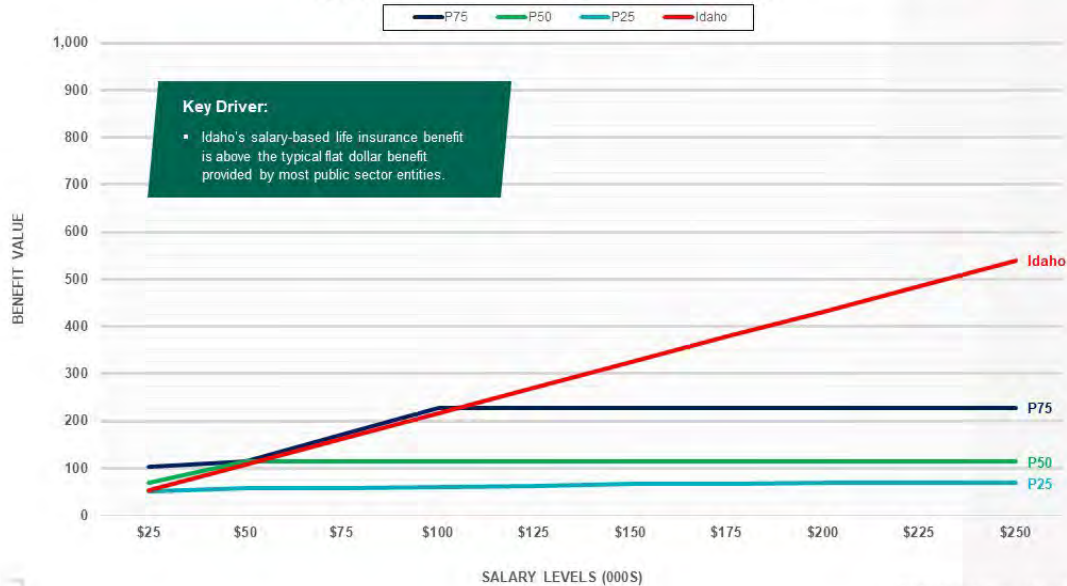
© 2023 Korn Ferry. All rights reserved | 41

Idaho vs. Private Sector - Life Insurance



© 2023 Korn Ferry. All rights reserved | 42

Idaho vs. Public Sector - Life Insurance



© 2023 Kam Ferry. All rights reserved | 43

Benefits Review – Other Benefits

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

© 2023 Kam Ferry. All rights reserved | 44

Total Compensation compared to market P25 (on Midpoint)

The table below reflects Idaho's target total compensation (midpoint plus benefits value) by grade in comparison to the two markets

- The addition of the highly competitive benefits values to Idaho's midpoint improves the overall position for total compensation against the private-sector and public-sector markets, falling at or above P25 for both markets

Grade	Idaho Employees w/Total Compensation on Midpoint			Market Total Compensation			
	Idaho Current Midpoint	Idaho Current Benefits	Idaho Current Total Comp	Private Sector Mkt P25	Public Sector Mkt P25	Idaho Total Comp % from P25 Private Sector	Idaho Total Comp % from P25 Public Sector
T	\$175,000	\$60,434	\$235,434	\$251,392	\$258,147	-6.3%	-8.8%
R	\$150,000	\$56,539	\$206,539	\$205,790	\$214,858	0.4%	-3.9%
Q	\$130,000	\$52,806	\$182,806	\$182,207	\$192,584	0.3%	-5.1%
P	\$113,000	\$47,829	\$160,829	\$160,589	\$163,946	0.1%	-1.9%
O	\$99,400	\$45,035	\$144,435	\$143,828	\$147,904	0.4%	-2.3%
N	\$88,300	\$42,221	\$130,521	\$129,872	\$134,455	0.5%	-2.9%
M	\$79,000	\$40,052	\$119,052	\$118,804	\$123,762	0.2%	-3.8%
L	\$69,400	\$37,787	\$107,187	\$103,901	\$110,067	3.2%	-2.6%
K	\$61,400	\$35,972	\$97,372	\$91,352	\$96,496	6.6%	0.9%
J	\$54,600	\$34,474	\$89,074	\$80,903	\$85,305	10.1%	4.4%
I	\$49,000	\$32,857	\$81,857	\$71,958	\$77,859	13.8%	5.1%
H	\$41,500	\$31,852	\$73,352	\$64,591	\$70,499	13.6%	4.0%
G	\$36,500	\$31,262	\$67,762	\$58,903	\$64,883	15.0%	4.4%
F	\$32,400	\$29,928	\$62,328	\$54,935	\$60,633	13.5%	2.8%
E	\$29,000	\$29,613	\$58,613	\$52,156	\$57,879	12.4%	1.3%
D	\$26,000	\$30,747	\$56,747	\$52,401	\$58,520	8.3%	-3.0%
Overall						6.6%	0.6%

© 2023 Kavin Ferry - All rights reserved | 45

Total Compensation compared to market P25 (on average pay)

The table below reflects Idaho's average total compensation (average pay plus benefits value) by grade in comparison to the two markets

- Similar to the target pay position, the addition of the highly competitive benefits values to Idaho's average base salary improves the overall position for total compensation against both markets, falling at the desired P25 position in both markets

Grade	Idaho Employees w/Total Compensation on Avg Pay			Market Total Compensation			
	Idaho Current Average Pay	Idaho Current Benefits	Idaho Current Total Comp	Private Sector Mkt P25	Public Sector Mkt P25	Idaho Total Comp % from P25 Private Sector	Idaho Total Comp % from P25 Public Sector
T	\$164,507	\$60,434	\$224,941	\$251,392	\$258,147	-10.5%	-12.9%
R	\$142,620	\$56,395	\$199,015	\$205,705	\$214,741	-3.3%	-7.3%
Q	\$127,236	\$52,810	\$180,046	\$182,209	\$192,587	-1.2%	-6.5%
P	\$106,962	\$48,006	\$154,968	\$160,691	\$164,087	-3.6%	-5.6%
O	\$94,950	\$45,102	\$140,052	\$143,869	\$147,958	-2.7%	-5.3%
N	\$83,658	\$42,304	\$125,962	\$129,922	\$134,522	-3.0%	-6.4%
M	\$74,761	\$40,099	\$114,860	\$118,832	\$123,800	-3.3%	-7.2%
L	\$65,644	\$37,839	\$103,484	\$103,933	\$110,109	-0.4%	-6.0%
K	\$58,108	\$35,972	\$94,081	\$91,352	\$96,496	3.0%	-2.5%
J	\$52,068	\$34,475	\$86,543	\$80,904	\$85,306	7.0%	1.4%
I	\$45,539	\$32,857	\$78,397	\$71,958	\$77,859	8.9%	0.7%
H	\$41,476	\$31,850	\$73,326	\$64,591	\$70,498	13.5%	4.0%
G	\$39,103	\$31,262	\$70,365	\$58,903	\$64,883	19.5%	8.5%
F	\$33,716	\$29,928	\$63,643	\$54,935	\$60,633	15.9%	5.0%
E	\$32,445	\$29,613	\$62,057	\$52,156	\$57,879	19.0%	7.2%
D	\$37,024	\$30,747	\$67,771	\$52,401	\$58,520	29.3%	15.8%
Overall						3.7%	-2.2%

© 2023 Kavin Ferry - All rights reserved | 46

Total Compensation compared to market P50 (on Midpoint)

The table below reflects Idaho's target total compensation (midpoint plus benefits value) by grade in comparison to the two markets

- The overall position for total compensation is well below market P50

Grade	Idaho Employees w/Total Compensation on Midpoint			Market Total Compensation			
	Idaho Current Midpoint	Idaho Current Benefits	Idaho Current Total Comp	Private Sector Mkt P50	Public Sector Mkt P50	Idaho Total Comp % from P50 Private Sector	Idaho Total Comp % from P50 Public Sector
T	\$175,000	\$60,434	\$235,434	\$314,557	\$297,831	-25.2%	-21.0%
R	\$150,000	\$56,539	\$206,539	\$249,618	\$253,517	-17.3%	-18.6%
Q	\$130,000	\$52,806	\$182,806	\$220,322	\$230,748	-17.0%	-20.8%
P	\$113,000	\$47,829	\$160,829	\$193,547	\$196,508	-16.8%	-18.1%
O	\$99,400	\$45,035	\$144,435	\$172,666	\$176,511	-16.3%	-18.1%
N	\$88,300	\$42,221	\$130,521	\$155,484	\$159,899	-16.0%	-18.3%
M	\$79,000	\$40,052	\$119,052	\$141,714	\$146,575	-16.0%	-18.7%
L	\$69,400	\$37,787	\$107,187	\$124,114	\$130,311	-13.6%	-17.7%
K	\$61,400	\$35,972	\$97,372	\$109,253	\$114,132	-10.9%	-14.7%
J	\$54,600	\$34,474	\$89,074	\$96,910	\$100,911	-8.1%	-11.7%
I	\$49,000	\$32,857	\$81,857	\$86,385	\$92,283	-5.2%	-11.3%
H	\$41,500	\$31,852	\$73,352	\$77,724	\$83,693	-5.6%	-12.4%
G	\$36,500	\$31,262	\$67,762	\$70,925	\$77,023	-4.5%	-12.0%
F	\$32,400	\$29,928	\$62,328	\$65,883	\$71,754	-5.4%	-13.1%
E	\$29,000	\$29,613	\$58,613	\$62,283	\$68,221	-5.9%	-14.1%
D	\$26,000	\$30,747	\$56,747	\$61,342	\$67,734	-7.5%	-16.2%
Overall						-12.0%	-15.8%

© 2023 Kohn Frey - All rights reserved | 47

Total Compensation compared to market P50 (on average pay)

The table below reflects Idaho's average total compensation (average pay plus benefits value) by grade in comparison to the two markets

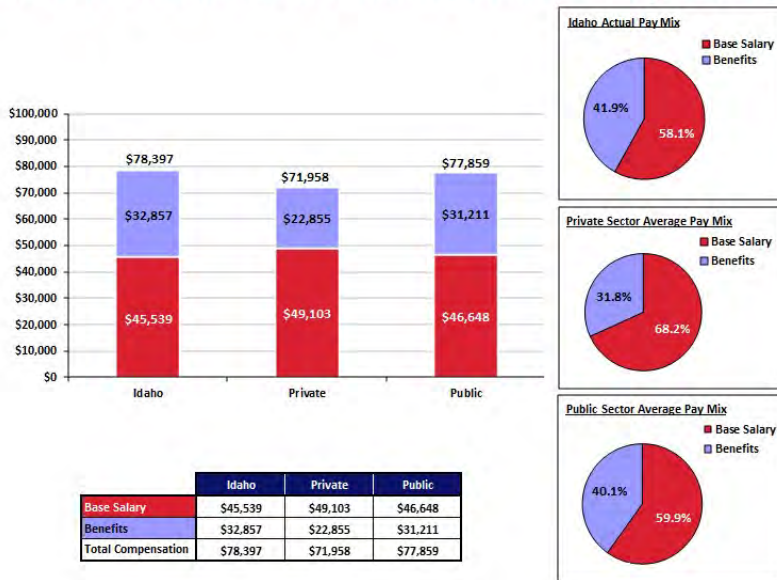
- The overall position for total compensation is well below market P50

Grade	Idaho Employees w/Total Compensation on Avg Pay			Market Total Compensation			
	Idaho Current Average Pay	Idaho Current Benefits	Idaho Current Total Comp	Private Sector Mkt P50	Public Sector Mkt P50	Idaho Total Comp % from P50 Private Sector	Idaho Total Comp % from P50 Public Sector
T	\$164,507	\$60,434	\$224,941	\$314,557	\$297,831	-28.5%	-24.5%
R	\$142,620	\$56,395	\$199,015	\$249,618	\$253,517	-20.3%	-21.5%
Q	\$127,236	\$52,810	\$180,046	\$220,322	\$230,748	-18.3%	-22.0%
P	\$106,962	\$48,006	\$154,968	\$193,547	\$196,508	-19.9%	-21.1%
O	\$94,950	\$45,102	\$140,052	\$172,666	\$176,511	-18.9%	-20.7%
N	\$83,658	\$42,304	\$125,962	\$155,484	\$159,899	-19.0%	-21.2%
M	\$74,761	\$40,099	\$114,860	\$141,714	\$146,575	-18.9%	-21.6%
L	\$65,644	\$37,839	\$103,484	\$124,114	\$130,311	-16.6%	-20.6%
K	\$58,108	\$35,972	\$94,081	\$109,253	\$114,132	-13.9%	-17.6%
J	\$52,068	\$34,475	\$86,543	\$96,910	\$100,911	-10.7%	-14.2%
I	\$45,539	\$32,857	\$78,397	\$86,385	\$92,283	-9.2%	-15.0%
H	\$41,476	\$31,850	\$73,326	\$77,724	\$83,693	-5.7%	-12.4%
G	\$39,103	\$31,262	\$70,365	\$70,925	\$77,023	-0.8%	-8.6%
F	\$33,716	\$29,928	\$63,643	\$65,883	\$71,754	-3.4%	-11.3%
E	\$32,445	\$29,613	\$62,057	\$62,283	\$68,221	-0.4%	-9.0%
D	\$37,024	\$30,747	\$67,771	\$61,342	\$67,734	10.5%	0.1%
Overall						-14.6%	-18.3%

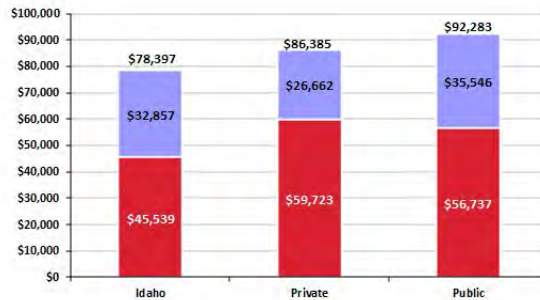
© 2023 Kohn Frey - All rights reserved | 48

APPENDIX

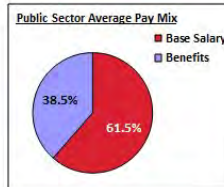
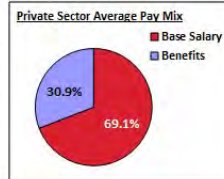
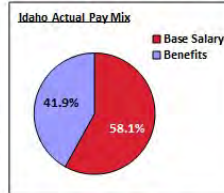
Total Compensation Market Competitiveness – P25 - Idaho vs. Private and Public Sector – Pay Grade I



Total Compensation Market Competitiveness – P50 - Idaho vs. Private and Public Sector – Pay Grade I

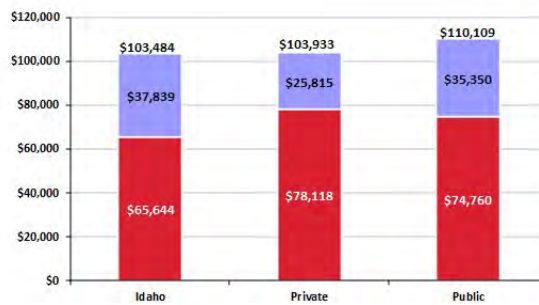


	Idaho	Private	Public
Base Salary	\$45,539	\$59,723	\$56,737
Benefits	\$32,857	\$26,662	\$35,546
Total Compensation	\$78,397	\$86,385	\$92,283

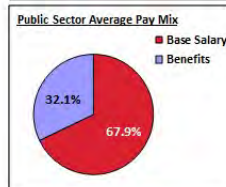
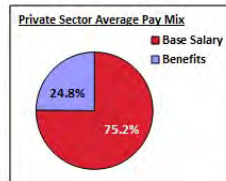
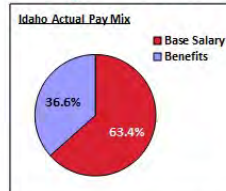


© 2023 Korn Ferry. All rights reserved | 51

Total Compensation Market Competitiveness – P25 - Idaho vs. Private and Public Sector – Pay Grade L

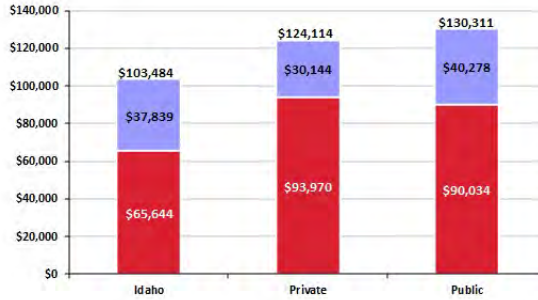


	Idaho	Private	Public
Base Salary	\$65,644	\$78,118	\$74,760
Benefits	\$37,839	\$25,815	\$35,350
Total Compensation	\$103,484	\$103,933	\$110,109

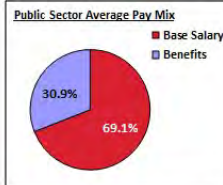
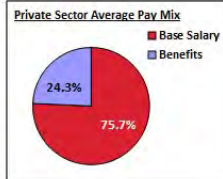
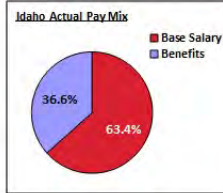


© 2023 Korn Ferry. All rights reserved | 52

Total Compensation Market Competitiveness – P50 - Idaho vs. Private and Public Sector – Pay Grade L

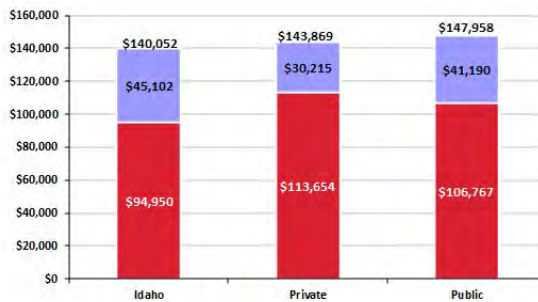


	Idaho	Private	Public
Base Salary	\$65,644	\$93,970	\$90,034
Benefits	\$37,839	\$30,144	\$40,278
Total Compensation	\$103,484	\$124,114	\$130,311

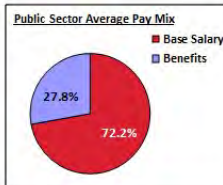
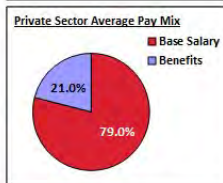
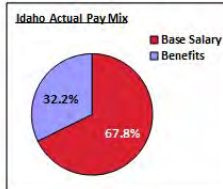


© 2023 Korn Ferry. All rights reserved | 53

Total Compensation Market Competitiveness – P25 - Idaho vs. Private and Public Sector – Pay Grade O



	Idaho	Private	Public
Base Salary	\$94,950	\$113,654	\$106,767
Benefits	\$45,102	\$30,215	\$41,190
Total Compensation	\$140,052	\$143,869	\$147,958

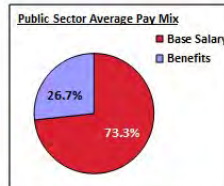
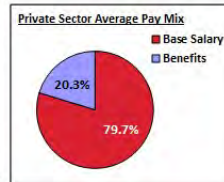
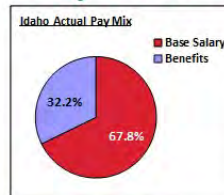


© 2023 Korn Ferry. All rights reserved | 54

Total Compensation Market Competitiveness – P50 - Idaho vs. Private and Public Sector – Pay Grade O



	Idaho	Private	Public
Base Salary	\$94,950	\$137,608	\$129,342
Benefits	\$45,102	\$35,058	\$47,168
Total Compensation	\$140,052	\$172,666	\$176,511



© 2023 Korn Ferry. All rights reserved | 55

Korn Ferry Private Sector – Idaho Neighbors – Orgs with employees in ID, MT, NV, OR, UT, WA, WY

- 3M Company
- 80 Acres Farms
- 99 Cents Only Stores
- Aaron's, Inc.
- Abercrombie & Fitch Co.
- Ace Hardware
- ACRT Services
- ACUITY
- Aegion
- AgReserves
- Air Products & Chemicals, Inc.
- Akzo Nobel
- Albaugh
- Albemarle Corporation
- ALDI, Inc.
- ALS Limited
- Amazon.com, Inc.
- American Civil Liberties Union
- American Enterprise Group, Inc.
- American Plastics
- Amsted Industries, Inc.
- Amway – Alticor Inc.
- Andersons, Inc., The
- Ardent Mills
- Ascena Retail Group
- ASCM Association for Supply Chain Management
- Associated Food Stores
- At Home
- Atlantic Health System
- Atmos Energy Corporation
- Atrium Health
- AutoLiv
- Avis Budget Group
- Ball Corporation
- Bass Pro Shops
- Bath & Body Works (fks L Brands)
- Beam Suntory
- beeline group
- Belk, Inc.
- Best Buy Co., Inc.
- Bevmo Holdings LLC
- Big Lots
- Blue Federal Credit Union
- BMW - BMW Financial Services
- BMW - BMW Manufacturing
- Boston Beer Company, The
- Bourns, Inc.
- Brewery Ommegang Duvel Moortgat USA
- Brewery Ommegang Duvel Moortgat USA – Boulevard Brewing Co.
- Calgon Carbon
- Campari America
- Carilion Clinic
- Carson Tahoe Regional Healthcare
- Casper Sleep Inc.
- Caterpillar Inc.
- Centric Brands
- Chanel, Inc.
- Chico's FAS, Inc.
- Christmas Tree Shop
- Cinemark USA, Inc.
- CommonSpirit Health
- Confluence Health System
- Constellation Brands, Inc.
- Coverys
- Crocs, Inc.
- Dart Container
- David Yurman
- Deckers Outdoor Corporation
- Deere & Company
- Delicato Family Vineyards
- Delta Dental Plan of Colorado
- Department of Veterans Affairs

© 2023 Korn Ferry. All rights reserved | 56

Korn Ferry Private Sector – Idaho Neighbors – Orgs with employees in ID, MT, NV, OR, UT, WA, WY (continued)

- DET NORSKE VERITAS
- Dick's Sporting Goods, Inc.
- Dollar Tree Stores, Inc.
- Dominion Resources, Inc.
- Dow
- DSW, Inc.
- Duke University Health System
- Dyno Nobel
- Eaton Corporation
- Edrington Group USA, LLC.
- Elkem Silicones USA Corporation
- Embraer
- Empower fl a Empower Retirement
- Engie (formerly GDF SUEZ Energy) North America
- Evonik Degussa Corporation
- Express, LLC
- FBL Financial Group, Inc.
- FedEx Corporation
- Ferrero USA
- FIFCO USA
- Fitesa Fiberweb
- Flexco
- FN America
- Fossil Group
- Freeport-McMoRan Copper & Gold
- Galls
- GameStop Corp.
- Gap Inc.
- General Electric Company – Baker Hughes
- Granite Construction Incorporated
- Greater Nevada Credit Union
- Griffith Foods
- Groupe SEB
- H & R Block
- H&M Hennes & Mauritz, L.P.
- H.B. Fuller Company
- Hallmark Cards, Inc.
- Harbor Freight Tools
- Harmony Biosciences
- Health Care Service Corporation
- Heaven Hill Distilleries, Inc
- Heineken USA, Inc.
- Helzberg Diamonds
- Hershey Foods Corporation
- Home Depot, Inc., The
- Hugo Boss USA, Inc.
- Humana Care Plan, Inc.
- Hunterdon Medical Center
- Hy-Vee, Inc.
- IKEA AB
- Incitec Pivot
- Innophos, Inc.
- Intermountain Healthcare, Inc.
- Invitation Homes
- Japan Tobacco Inc. - JT International USA, Inc.
- jcpenny Corporation
- Jo-Ann Stores, Inc.
- John I. Haas
- K&L Gates
- Kaiser Permanente - Southern California Region
- Kansas City Life Insurance
- Kemin
- Keurig Dr Pepper
- Kimberly-Clark Corporation
- Kohl's Corporation
- Kootenai Medical Center
- KraussMaffei Technologies GmbH
- Kum and Go
- Kuraray America
- L.L. Bean, Inc.
- LanXess
- Legacy Health System
- Lifelabs Learning
- LifeNet Health

© 2023 Korn Ferry. All rights reserved. | 57

Korn Ferry Private Sector – Idaho Neighbors – Orgs with employees in ID, MT, NV, OR, UT, WA, WY (continued)

- Linde Group, North America Inc.
- L'Oreal USA
- Lowe's Companies, Inc.
- Lubrizol Corporation, The
- Lundbeck Inc.
- Luxottica
- LVMH Moët Hennessy Louis Vuitton
- Macy's, Inc.
- Mast-Jägermeister US
- Mattel, Inc.
- Mayo Clinic
- MFA Oil
- Michaels Stores, Inc.
- Michelman Inc.
- Mid-Continent Research for Education and Learning (McREL)
- Montana State Fund
- Moog, Inc.
- MultiCare Health System
- National Vision, Inc.
- Nevada Gold Mines
- NewMarket Corporation
- Nike
- Nova Molecular Technologies
- NOVASEP
- Occidental Petroleum Corporation
- OCI Enterprises Inc.
- Octapharma
- Office Depot, Inc.
- Oregon Community Credit Union
- Ounce of Prevention Fund
- Ozarks Medical Center
- Pandora Jewelry
- PeaceHealth
- Peets Coffee & Tea
- PERFORMANCE CONTRACTING GROUP
- Perry Ellis International, Inc.
- PETCO
- PetSmart, Inc.
- Physicians Mutual Insurance Company
- PLS Financial Services
- Premera Blue Cross
- Presbyterian Healthcare Services
- PVH Corp
- Quest Diagnostics
- Ralph Lauren
- RB&G Engineering
- Recreational Equipment, Inc.
- Remy Cointreau USA, Inc.
- Renown Health System
- Ring Container Technologies
- Ross Stores
- RTI International
- Saks Incorporated
- Sally Beauty Company
- Samuel, Son & Co.
- Sazerac Company
- Sentara Health System
- Shoe Carnival
- Signet Jewelers Limited
- Sonoco Products Company
- Southern Baptist Hospital of Florida Inc.
- Southwest Gas Corporation
- Sprouts Farmers Market, Inc.
- Stone Brewing Company
- Sutter Health
- Symbria
- Syncreon
- Tactile Medical
- Tapestry, Inc. -- Coach, Inc.
- Target Corporation
- Tekni-Plex
- The Chemours Company
- The Container Store Inc.

© 2023 Korn Ferry. All rights reserved. | 58

Korn Ferry Private Sector – Idaho Neighbors – Orgs with employees in ID, MT, NV, OR, UT, WA, WY (continued)

- The Estee Lauder Companies, Inc.
- The Kraft Heinz Company
- The Kroger Company
- The RealReal
- Tiffany & Co.
- Tipp Enterprises - Novamex
- Torrid, LLC.
- Tory Burch
- Tractor Supply Company
- Traditions Health
- Tuesday Morning, Inc.
- Tunnell Consulting
- Tuscarora Wayne Group of Companies
- Tyson Foods, Inc.
- Ulta Inc.
- Union Pacific Corporation
- UnitedHealth Group
- University of Colorado
- University of Colorado Health
- University of Colorado Health - University of CO Hospital
- University of Washington
- University of Wyoming
- Ursa Major Technologies
- US Ecology
- Utah Valley University
- Vail Health
- Valvoline
- Vertiv
- Vizient Southeast, Inc.
- W R Grace & Co
- Walgreens Co.
- Walmart Stores, Inc.
- Wayfair Inc
- WD-40 Company
- Weber State University
- WEG Industries
- Western Wyoming Community College
- Westlake Chemical Corporation
- Williams-Sonoma, Inc.
- Wood Group
- Xeris Pharmaceuticals
- Yum! Brands, Inc.
- Zoltek Companies, Inc.

© 2023 Korn Ferry. All rights reserved. | 59

Korn Ferry Public Sector – Western Public Services – Orgs with employees in ID, MT, NV, OR, UT, WA, WY, AZ, CO, NM

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

© 2023 Korn Ferry. All rights reserved. | 60

Thank you

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

Lisa Bailey
Senior Consultant
Lisa.Bailey@kornferry.com



APPENDIX B: MILLIMAN REPORT

To view a larger resolution of the report below, visit: <https://dhr.idaho.gov/milliman2023/>



Table of Contents

INTRODUCTION.....	1
METHODOLOGY.....	1
STAKEHOLDER INPUT.....	1
SURVEY BENCHMARKS.....	1
LABOR MARKET.....	3
DATA COLLECTION AND ANALYSES.....	4
DATA EFFECTIVE DATE.....	7
GEOGRAPHIC DIFFERENTIALS.....	7
DEVELOPMENT OF SURVEY QUESTIONNAIRE.....	7
ADMINISTRATION OF SURVEY.....	7
FINDINGS AND OBSERVATIONS.....	7
FINDINGS.....	7
EXPLANATION OF DATA TERMS AND TABLES.....	9
SUMMARY RESULTS DATA BY SURVEY JOB CODE.....	10
SUMMARY RESULTS DATA BY PAY GRADE.....	14
MARKET PAY PRACTICES.....	22
APPENDIX: SURVEY QUESTIONNAIRE.....	23

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.

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

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

LABOR MARKET

The survey process requires defining the relevant labor market for collecting and comparing competitive compensation data, market trends, and salary budget planning information. The State’s primary labor market includes both public and private sector employers within Idaho that the State competes with for the recruitment and retention of employees. In addition, the State also competes with employers outside Idaho in situations where the supply and demand for positions imposes cross-border recruiting and retention evaluation. To identify the appropriate survey sample of organizations, consideration was given to the relevant peer group for the State. Milliman utilized the same group of peers from the prior year to invite for participation, which included the targeted organizations from the technology sector as well as larger, private organizations within the State. The organizations invited to participate consisted of more than one-hundred fifty (150) public and private sector organizations, at a roughly one to one ratio with slightly more private than public organizations. Thirty-nine (39) organizations replied to the survey. The custom survey participants are listed below.

SURVEY PARTICIPANTS	
Ada County Boise, ID	Idaho Power Company Boise, ID
Ada County Highway District Garden City, ID	J.R. Simplot Boise, ID
Barnock County Pocatello, ID	Kootenai County Coeur d'Alene, ID
Bingham Memorial Hospital Blackfoot, ID	Lewiston Independent School District No. 1 Lewiston, ID
Bonner General Health Sandpoint, ID	Micron Technology Inc. Boise, ID
Bonneville County Idaho Falls, ID	North Idaho College Coeur d'Alene, ID
Buck Knives, Inc. Post Falls, ID	Saint Alphonsus Health System Boise, ID
Canyon County Caldwell, ID	Soentsy, Inc. Meridian, ID
City of Boise Boise, ID	State of Montana Helena, MT
City of Idaho Falls Idaho Falls, ID	State of Nevada Carson City, NV
City of Lewiston Lewiston, ID	State of Oregon Salem, OR
City of Meridian Meridian, ID	State of Utah Salt Lake City, UT
City of Pocatello Pocatello, ID	State of Washington Olympia, WA
City of Spokane Spokane, WA	State of Wyoming Cheyenne, WY
City of Twin Falls Twin Falls, ID	The College of Idaho Caldwell, ID
D&B Supply Caldwell, ID	Twin Falls County Twin Falls, ID
Delta Dental of Idaho Boise, ID	vacasa LLC Boise, ID
Gonzaga University Spokane, WA	Valley County Cascade, ID
Gritman Medical Center Moscow, ID	WinCo Foods Boise, ID
Idaho National Laboratory Idaho Falls, ID	

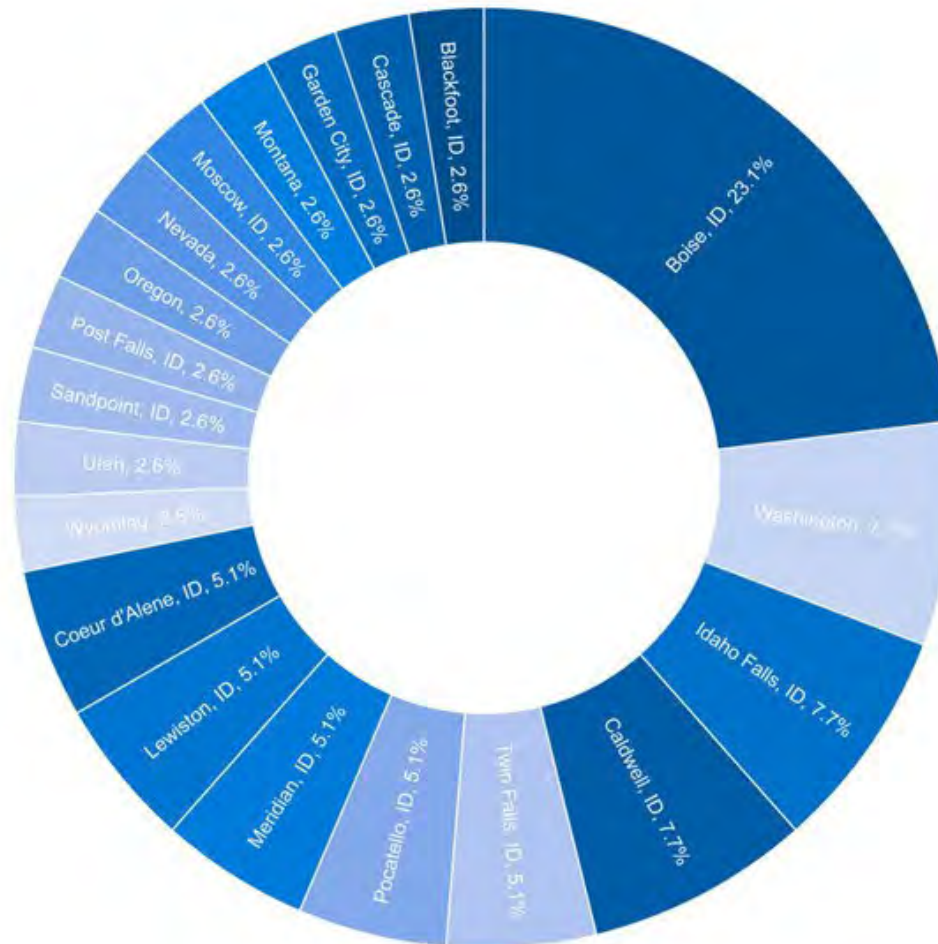
DATA COLLECTION AND ANALYSES

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.

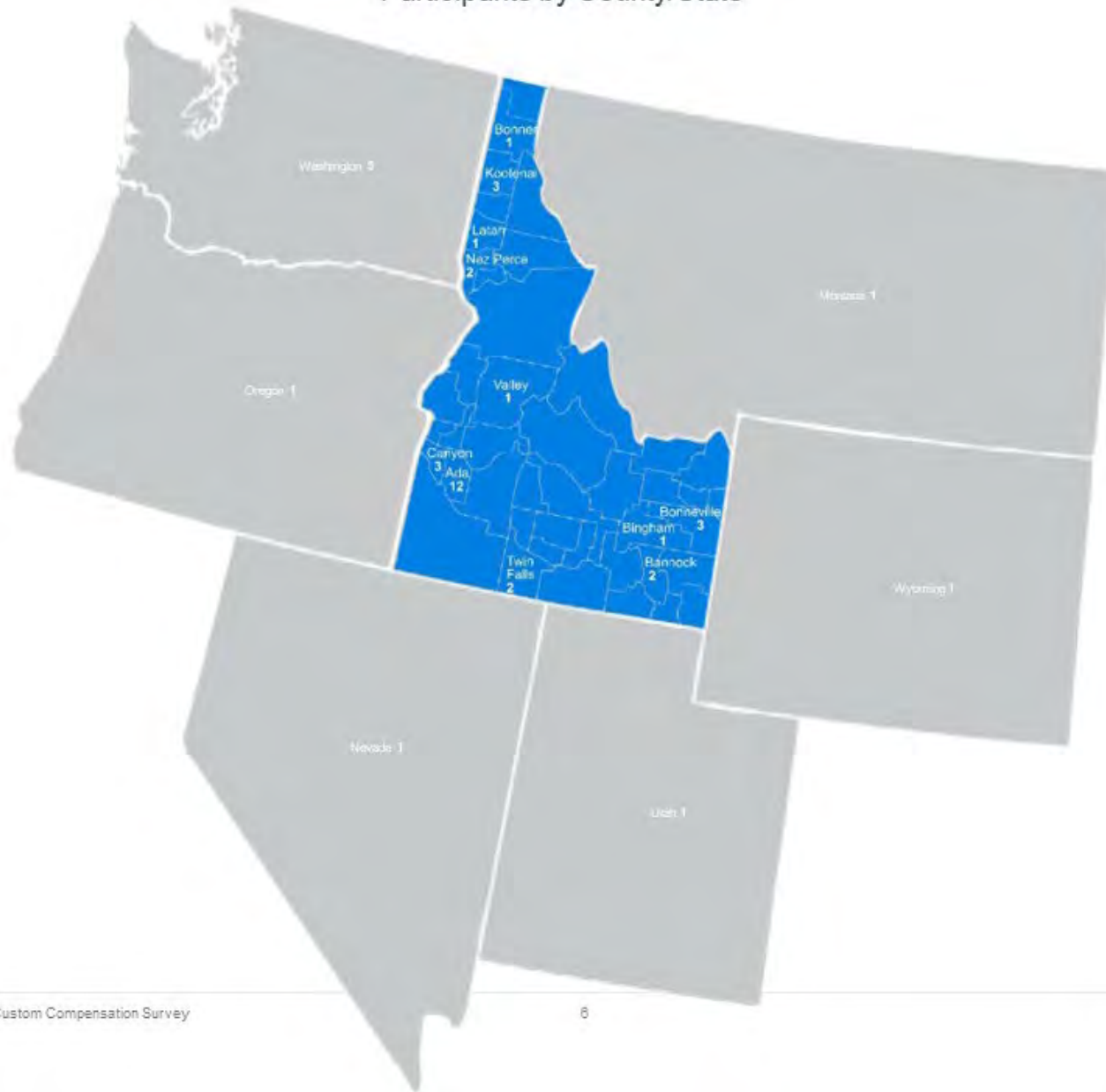
- Utilize third parties rather than exchanging pay information directly with market competitors.
- Ensure there are at least five data responses reported for benchmark percentiles (four responses are required to report average and median), with no individual participant's data representing more than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



Participants by County/State



DATA EFFECTIVE DATE

All data in this report are effective as of **August 1, 2023**. 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 10% above Idaho, the data collected from that state are decreased by 10% to be comparable to the State of Idaho's market. If another state's wage and income levels 5% below Idaho, data collected from that state are increased by 5%.

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

FINDINGS

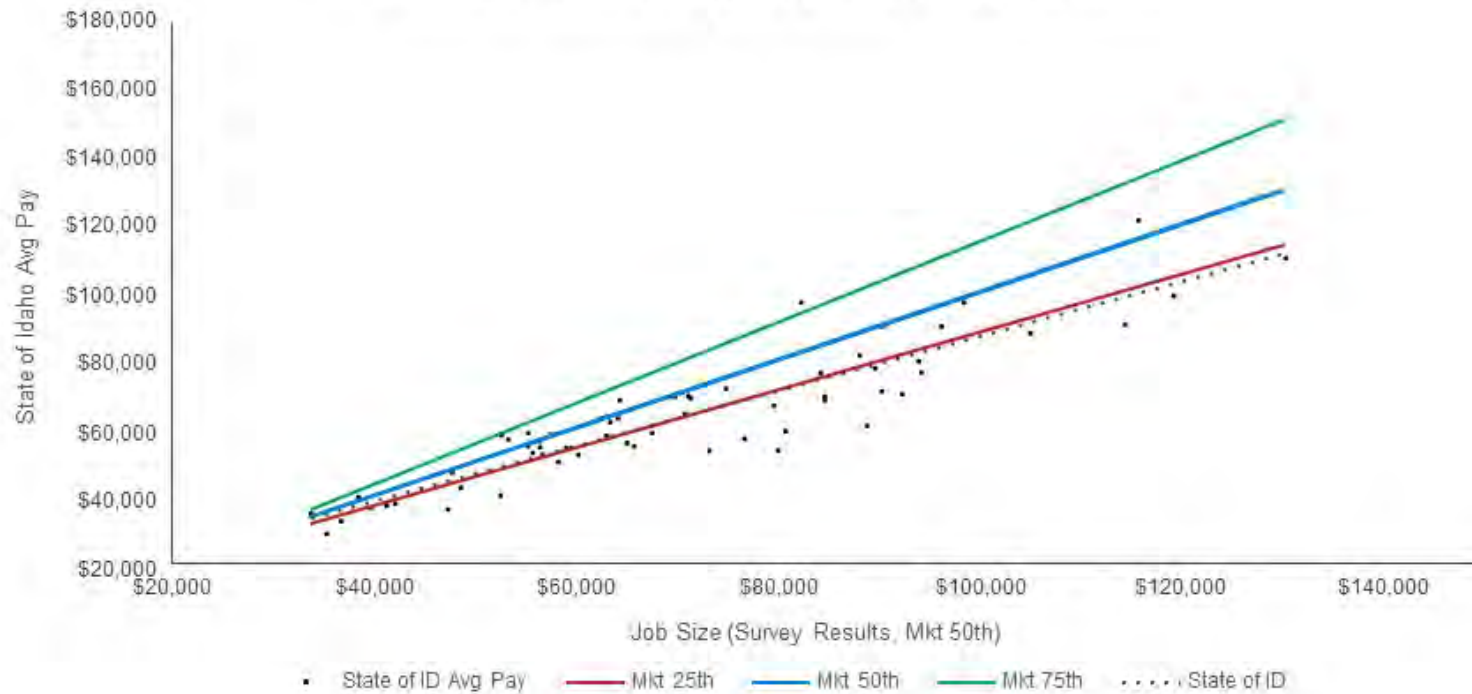
Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 11% below the market 50th percentile (the 50th percentile is the statistical middle of the data set) and 1% below the market 25th percentile. This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 11% below the *actual* salaries at the middle of the market. This also means that the average of *actual* salaries of all employees in benchmark jobs is lower, on average, than 75% of the *actual* salaries in the market.

Pages 10-21 compares benchmark positions to the market in a variety of ways. Care should be taken when comparing the overall position to the market reference points. Our findings of the State's overall competitive position (-11% below the 50th and -1% below the 25th) 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 at the referenced market positions.

The first set of tables (pages 10-13) is sorted by survey job number. The second set of tables (pages 14-21) contains primarily the same information but is subtitled by the State's pay grade using an employee weighted average. This report allows for competitive comparisons by pay grade.

The chart below illustrates the State's competitive position compared to the market percentiles. The chart shows that the State's pay (shown as the dotted black line), on average, is in line with the market 25th percentile, with some variation. While many jobs fall above the 25th percentile line, quite a few jobs are falling significantly below the 25th percentile. When looking at the 50th percentile of the market, almost all State jobs reviewed fall below this market position.

State of Idaho Avg Pay v. Survey Results



EXPLANATION OF DATA TERMS AND TABLES

The tables 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 first table is sorted by survey job code. The second table is sorted and subtotaled by the State's pay grade. 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
Market Base Pay 25 th	The market salary level at which 25% of organizations pay below
Market Base Pay 50 th	The market salary level where half of organizations pay above and half pay below
Market Base Pay 75 th	The market salary level at which 25% of organizations pay above
Market Pay Structure Min 50 th	The market pay structure minimum (or first step) value at which half of organizations report above and half report below
Market Pay Structure Mid 50 th	The market pay structure midpoint (or middle step) value at which half of organizations report above and half report below
Market Pay Structure Max 50 th	The market pay structure maximum (or last step) value at which half of organizations report above and half report below
Market Pay Structure Compa-Ratio 50 th	The ratio of average base pay to the pay structure midpoint, expressed as a percentage
State of Idaho Pay Grade	The grade the job is assigned to within the State's compensation plan
State of Idaho # of EEs	The number of State employees in the job
State of Idaho Avg Base Pay	The average annualized base salary of incumbents in the job as of August 1, 2023
State of Idaho % of Mkt Base 25 th	The State's average base pay divided by the Market Base Pay 25 th , represented as a percentage
State of Idaho % of Mkt Base 50 th	The State's average base pay divided by the Market Base Pay 50 th , represented as a percentage
State of Idaho Range Midpoint	The State's salary range midpoint value that correlates with the State of Idaho Pay Grade
State of Idaho % of Mkt Mid 50 th	The State's Range Midpoint divided by the Market Pay Structure Mid 50 th , represented as a percentage

SUMMARY RESULTS DATA BY SURVEY JOB CODE

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO					
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPARATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
101	Accounting Technician	37	610	\$44,000	\$46,646	\$54,673	\$40,011	\$46,179	\$57,677	101%	H	\$42,089	95.7%	86.5%	\$46,688	96.9%
102	Disability/Claims Adjudicator	6	227	\$54,185	\$56,434	\$64,411	\$48,334	\$59,659	\$70,856	101%	K	\$55,967	103.3%	99.2%	\$69,075	115.8%
103	Grants Officer	18	369	\$54,172	\$63,087	\$67,431	\$52,058	\$62,081	\$74,047	99%	L	\$63,003	116.3%	99.9%	\$78,075	125.8%
105	Financial Management Analyst, Senior	17	774	\$74,752	\$84,313	\$106,288	\$71,075	\$89,170	\$106,995	99%	N	\$76,010	101.7%	90.2%	\$99,338	111.4%
106	Budget Manager	21	156	\$99,564	\$114,457	\$132,463	\$90,405	\$108,746	\$130,298	109%	N	\$90,365	90.8%	79.0%	\$99,338	91.3%
107	Finance Department Director	28	66	\$118,061	\$128,419	\$157,034	\$107,125	\$130,083	\$155,387	103%	P	\$112,604	95.4%	87.7%	\$127,125	97.7%
108	Training Specialist	17	480	\$61,603	\$70,878	\$78,888	\$51,562	\$64,707	\$77,422	108%	L	\$64,012	103.9%	90.3%	\$78,075	120.7%
110	Tax Auditor, Senior	12	263	\$83,498	\$89,834	\$82,504	\$50,167	\$65,087	\$82,836	101%	M	\$68,918	106.5%	98.7%	\$68,875	136.5%
201	Desktop Support Technician	35	550	\$48,726	\$57,567	\$62,549	\$44,930	\$53,950	\$64,235	100%	K	\$57,859	118.7%	100.6%	\$69,075	128.0%
202	Programmer/Analyst	23	1,141	\$74,248	\$80,821	\$89,705	\$64,011	\$78,183	\$95,648	100%	K	\$58,872	79.3%	72.8%	\$69,075	88.4%
203	GIS Analyst	22	354	\$80,908	\$84,425	\$75,415	\$52,954	\$65,567	\$77,164	98%	L	\$68,029	111.7%	106.6%	\$78,075	119.1%
204	Network Analyst	26	748	\$86,066	\$84,698	\$66,210	\$64,688	\$82,762	\$96,555	104%	L	\$69,126	101.6%	81.6%	\$78,075	94.3%
205	Web Developer	18	664	\$71,969	\$79,797	\$87,484	\$59,072	\$72,748	\$87,309	102%						
206	Database Analyst	21	674	\$78,268	\$88,138	\$98,503	\$70,642	\$86,436	\$104,160	102%	M	\$61,263	103.9%	92.2%	\$68,875	102.8%
207	Information Systems Manager	30	151	\$106,670	\$119,271	\$134,128	\$96,128	\$120,897	\$144,799	103%	O	\$98,968	92.6%	83.0%	\$111,825	92.5%
208	IT Security Analyst, Senior	28	622	\$82,952	\$94,008	\$102,000	\$71,781	\$91,520	\$106,995	102%	M	\$79,578	95.9%	84.6%	\$68,875	97.1%
209	Software Engineer	20	825	\$84,720	\$90,380	\$102,973	\$66,793	\$86,905	\$104,289	99%	L	\$70,595	83.3%	78.1%	\$78,075	89.8%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO					
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPARATIO 50TH	PAY GRADE	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
301	Receptionist	18	173	\$32,708	\$35,338	\$39,378	\$30,078	\$35,000	\$40,206	100%	E	\$28,392	88.8%	80.3%	\$32,825	93.2%
302	Administrative Assistant	36	1,502	\$43,879	\$47,800	\$54,955	\$40,581	\$49,388	\$59,280	100%	I	\$46,578	108.2%	97.4%	\$55,125	111.6%
303	Shipping/Receiving Specialist	19	284	\$36,846	\$42,140	\$45,156	\$33,114	\$40,438	\$47,216	98%	F	\$37,436	101.8%	88.8%	\$38,450	90.1%
304	Customer Service Representative	24	915	\$36,322	\$41,287	\$46,580	\$33,733	\$40,937	\$48,372	100%	G	\$36,747	101.2%	89.0%	\$41,083	100.3%
305	Office Support Specialist	26	2,829	\$36,300	\$39,767	\$43,557	\$34,275	\$41,423	\$48,253	99%	G	\$36,094	99.4%	90.8%	\$41,083	99.1%
306	Office Support Supervisor	16	432	\$55,764	\$63,076	\$72,242	\$47,513	\$60,666	\$72,312	102%	K	\$57,445	103.0%	91.1%	\$69,075	113.9%
307	Program Support Specialist	17	1,220	\$47,383	\$52,591	\$61,732	\$41,049	\$51,502	\$63,044	103%	H	\$39,740	83.9%	75.6%	\$46,688	90.7%
308	Program Administrator	17	747	\$65,208	\$76,748	\$87,000	\$56,658	\$70,964	\$81,770	100%	K	\$56,661	86.9%	73.8%	\$69,075	97.3%
309	Graphic Design Specialist	18	45	\$48,496	\$58,309	\$64,295	\$41,766	\$52,208	\$64,323	99%	I	\$49,841	102.4%	85.1%	\$55,125	105.6%
310	Buyer	26	189	\$50,919	\$60,271	\$71,498	\$46,988	\$59,148	\$69,873	100%	J	\$51,818	101.8%	88.0%	\$61,425	103.9%
311	Legal Assistant	26	538	\$47,400	\$52,677	\$59,264	\$43,137	\$53,931	\$63,289	100%	J	\$57,733	121.8%	109.6%	\$61,425	113.9%
312	Public Information Specialist	14	134	\$57,907	\$65,090	\$68,653	\$50,958	\$61,380	\$71,357	101%	J	\$55,309	95.5%	85.0%	\$61,425	100.1%
313	Public Information Officer	22	309	\$68,584	\$79,643	\$87,863	\$61,924	\$75,994	\$90,063	100%	L	\$66,401	96.8%	83.4%	\$78,075	102.7%
314	Research Analyst	10	119	\$55,373	\$63,457	\$75,977	\$51,970	\$63,505	\$75,041	99%	L	\$61,547	111.1%	97.0%	\$78,075	122.9%
315	Project Manager	24	239	\$82,374	\$90,422	\$100,349	\$67,247	\$86,623	\$103,498	103%	O	\$89,866	109.1%	99.4%	\$111,825	129.1%
316	Library Assistant	12	63	\$36,110	\$38,487	\$40,125	\$34,734	\$41,974	\$49,328	98%	H	\$39,333	108.9%	102.2%	\$46,688	111.2%
501	Custodian	26	682	\$34,476	\$36,785	\$40,341	\$31,200	\$36,521	\$42,370	100%	F	\$32,212	93.4%	87.6%	\$36,450	99.8%
502	Maintenance Craftsman	26	439	\$42,347	\$47,367	\$54,496	\$39,537	\$47,440	\$54,664	100%	G	\$35,686	84.3%	75.3%	\$41,083	86.6%
503	HVAC Technician	19	132	\$62,557	\$66,804	\$68,239	\$51,459	\$61,089	\$72,793	109%	J	\$54,341	86.9%	82.6%	\$61,425	100.6%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCLMB	MARKET BASE PAY			MARKET PAY STRUCTURE				PAY GRADE	STATE OF IDAHO				
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH		AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
504	Mechanic	25	211	\$52,524	\$55,265	\$60,248	\$46,757	\$54,444	\$63,439	101%	J	\$54,426	103.6%	98.5%	\$55,125	101.3%
505	Roadway Maintenance Technician	9	1,388	\$51,500	\$55,781	\$60,389	\$44,246	\$54,816	\$65,386	102%	J	\$52,418	101.8%	94.0%	\$61,425	112.1%
508	Parks & Recreation Manager	20	83	\$70,319	\$88,880	\$99,231	\$74,376	\$87,192	\$100,008	103%	L	\$60,510	86.1%	88.1%	\$78,075	89.5%
509	Carpenter	12	72	\$51,099	\$56,492	\$63,883	\$44,868	\$54,615	\$64,363	106%	H	\$54,018	105.7%	95.6%	\$48,688	85.5%
510	Electrician	24	197	\$62,662	\$67,590	\$73,293	\$52,592	\$63,219	\$72,322	108%	J	\$58,266	93.0%	86.2%	\$61,425	97.2%
511	Plumber	14	79	\$59,089	\$63,859	\$69,995	\$52,000	\$58,904	\$68,720	105%	J		0.0%	0.0%	\$61,425	104.3%
512	Building Superintendent	22	74	\$65,539	\$80,049	\$87,932	\$62,888	\$76,198	\$83,554	100%	J	\$53,071	81.0%	86.3%	\$61,425	80.6%
601	Dietary Aide	6	71	\$32,428	\$33,803	\$37,868	\$29,910	\$35,891	\$41,871	98%	G	\$34,377	105.0%	101.7%	\$41,083	114.4%
602	Registered Dietitian	8	57	\$66,106	\$73,242	\$75,461	\$55,374	\$69,739	\$82,576	102%	K	\$52,988	80.2%	72.3%	\$69,075	99.0%
603	Licensed Practical Nurse	11	477	\$51,383	\$53,267	\$62,399	\$47,679	\$57,166	\$67,089	96%	J	\$56,318	109.6%	105.5%	\$61,425	107.5%
605	Registered Nurse	14	1,994	\$67,114	\$71,425	\$82,950	\$59,108	\$78,967	\$93,870	94%	L	\$68,548	102.1%	96.0%	\$78,075	98.9%
606	Nurse Manager (RN)	11	377	\$89,572	\$105,095	\$127,940	\$78,325	\$101,866	\$125,554	107%	N	\$87,846	98.1%	83.6%	\$99,338	97.7%
607	Welfare Services Technician	2	56								G	\$38,619			\$41,083	
608	Welfare Clinician	4	66	\$63,886	\$70,462	\$74,959	\$51,119	\$62,293	\$73,467	112%	L	\$70,221	109.9%	99.7%	\$78,075	125.3%
611	Health Education Specialist	8	360	\$58,724	\$59,086	\$70,576	\$52,485	\$65,990	\$79,018	93%	K	\$53,685	91.7%	91.2%	\$69,075	104.7%
612	Health Program Manager	5	47	\$75,777	\$84,708	\$107,203	\$71,767	\$90,617	\$109,466	103%	M	\$67,964	89.7%	80.2%	\$88,875	98.1%
701	Correctional Officer	13	6,314	\$51,747	\$56,728	\$67,516	\$48,380	\$59,561	\$72,232	99%	J	\$51,918	100.3%	91.5%	\$67,163	112.8%
702	Probation/Parole Officer	12	925	\$52,328	\$55,293	\$62,260	\$45,654	\$55,755	\$66,653	101%	K	\$58,285	111.4%	105.4%	\$73,125	131.2%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				PAY GRADE	STATE OF IDAHO				
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH		AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
703	Social Worker	12	1,888	\$59,100	\$62,510	\$72,696	\$83,048	\$84,878	\$78,580	96%	K	\$62,576	105.9%	100.1%	\$89,075	108.5%
705	Correctional Lieutenant	11	292	\$84,324	\$89,709	\$93,103	\$74,735	\$85,229	\$96,348	103%	M	\$77,469	91.9%	86.4%	\$88,875	104.3%
706	Correctional Manager	9	18	\$85,700	\$96,488	\$128,640	\$83,160	\$96,814	\$112,100	101%	P	\$96,975	113.2%	98.5%	\$127,125	131.3%
707	Fish & Game Officer, Senior	5	254	\$81,624	\$74,937	\$82,815	\$65,383	\$77,587	\$87,998	101%	L	\$71,460	116.0%	95.4%	\$80,325	103.5%
708	Police Officer	19	2,057	\$85,150	\$71,178	\$79,013	\$54,094	\$68,815	\$83,639	102%	L	\$69,237	106.3%	97.3%	\$80,325	116.7%
709	Police Captain	19	97	\$103,808	\$115,783	\$139,458	\$94,203	\$110,760	\$129,251	100%	P	\$121,296	116.8%	104.8%	\$127,125	114.8%
803	Scientist	7	608	\$66,790	\$92,381	\$107,843	\$72,833	\$103,633	\$129,288	85%	M	\$69,806	104.5%	75.6%	\$88,875	85.8%
804	Chemist, Senior	8	116	\$80,224	\$84,240	\$86,915	\$83,184	\$87,080	\$83,200	98%	K	\$82,629	104.0%	97.5%	\$89,075	103.0%
805	Forensic Scientist, Senior	7	153	\$79,083	\$82,358	\$85,564	\$83,023	\$78,856	\$93,412	107%	M	\$97,011	122.7%	117.6%	\$88,875	112.7%
808	Engineer (Technical)	14	1,124	\$81,013	\$96,257	\$105,714	\$72,592	\$91,713	\$110,066	100%	N	\$89,929	111.0%	93.4%	\$99,338	108.3%
809	Engineer (Civil)	17	390	\$83,055	\$94,283	\$101,629	\$89,796	\$87,246	\$105,248	102%	M	\$76,232	91.8%	80.9%	\$88,875	101.9%
810	Engineering Manager	19	494	\$115,787	\$130,374	\$148,081	\$97,272	\$128,877	\$154,869	102%	P	\$110,148	95.1%	84.5%	\$127,125	98.6%

SUMMARY RESULTS DATA BY PAY GRADE

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
301	Receptionist	18	173	\$32,708	\$35,335	\$39,378	\$30,076	\$35,000	\$40,208	100%	E	1	\$28,392	86.8%	80.3%	\$32,825	93.2%
TOTAL STATE OF IDAHO EES:												1	WTD AVG:	86.8%	80.3%	93.2%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
303	Shipping/Receiving Specialist	19	284	\$38,848	\$42,140	\$45,158	\$33,114	\$40,438	\$47,218	98%	F	14	\$37,438	101.6%	88.8%	\$38,450	90.1%
501	Custodian	26	682	\$34,478	\$38,785	\$40,341	\$31,200	\$36,521	\$42,370	100%	F	34	\$32,212	93.4%	87.6%	\$36,450	99.8%
TOTAL STATE OF IDAHO EES:												48	WTD AVG:	95.8%	87.9%	97.0%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
304	Customer Service Representative	24	915	\$38,322	\$41,287	\$45,560	\$33,733	\$40,937	\$48,372	100%	G	23	\$36,747	101.2%	89.0%	\$41,083	100.3%
305	Office Support Specialist	26	2,829	\$38,300	\$39,787	\$43,557	\$34,275	\$41,423	\$48,253	99%	G	56	\$36,094	99.4%	90.8%	\$41,083	99.1%
502	Maintenance Craftsman	26	439	\$42,347	\$47,387	\$54,496	\$39,537	\$47,440	\$54,884	100%	G	5	\$35,688	84.3%	75.3%	\$41,083	88.6%
601	Dietary Aide	8	71	\$32,428	\$33,803	\$37,888	\$29,910	\$35,891	\$41,871	98%	G	29	\$34,377	106.0%	101.7%	\$41,083	114.4%
607	Welfare Services Technician	2	56								G	25	\$38,819			\$41,083	
TOTAL STATE OF IDAHO EES:												138	WTD AVG:	100.8%	92.5%	102.7%	

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
101	Accounting Technician	37	610	\$44,000	\$48,648	\$54,673	\$40,011	\$48,179	\$57,677	101%	H	84	\$42,089	95.7%	86.5%	\$46,688	96.9%
307	Program Support Specialist	17	1,220	\$47,383	\$52,591	\$61,732	\$41,049	\$51,502	\$63,044	103%	H	328	\$39,740	83.9%	75.6%	\$46,688	90.7%
316	Library Assistant	12	63	\$36,110	\$38,487	\$40,125	\$34,734	\$41,974	\$49,328	96%	H	2	\$39,333	108.9%	102.2%	\$46,688	111.2%
509	Carpenter	12	72	\$51,099	\$56,492	\$63,863	\$44,868	\$54,615	\$64,363	106%	H	2	\$54,018	105.7%	95.6%	\$46,688	85.5%
TOTAL STATE OF IDAHO EES:												416	WTD AVG:	86.5%	78.0%		92.0%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
302	Administrative Assistant	36	1,502	\$43,879	\$47,800	\$54,955	\$40,581	\$49,388	\$59,280	100%	I	142	\$46,578	106.2%	97.4%	\$55,125	111.6%
309	Graphic Design Specialist	18	45	\$48,496	\$58,309	\$64,295	\$41,786	\$52,208	\$64,323	99%	I	6	\$49,641	102.4%	85.1%	\$55,125	105.6%
504	Mechanic	25	211	\$52,524	\$55,265	\$60,248	\$46,757	\$54,444	\$63,439	101%	I	17	\$54,426	103.6%	98.5%	\$55,125	101.3%
TOTAL STATE OF IDAHO EES:												165	WTD AVG:	105.8%	97.1%		110.3%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
310	Buyer	26	199	\$50,919	\$80,271	\$71,498	\$46,988	\$59,146	\$69,873	100%	J	26	\$61,818	101.8%	88.0%	\$61,425	103.9%
311	Legal Assistant	26	538	\$47,400	\$52,877	\$59,264	\$43,137	\$53,931	\$63,269	100%	J	13	\$57,733	121.8%	109.6%	\$61,425	113.9%
312	Public Information Specialist	14	134	\$57,907	\$65,090	\$68,853	\$50,958	\$61,380	\$71,357	101%	J	11	\$55,309	95.5%	85.0%	\$61,425	100.1%
503	HVAC Technician	19	132	\$62,557	\$65,804	\$68,239	\$51,459	\$61,069	\$72,793	109%	J	7	\$54,341	86.9%	82.6%	\$61,425	100.8%
505	Roadway Maintenance Technician	9	1,389	\$51,500	\$55,781	\$60,389	\$44,246	\$54,816	\$65,386	102%	J	38	\$52,418	101.8%	94.0%	\$61,425	112.1%
510	Electrician	24	197	\$62,862	\$67,590	\$73,293	\$52,592	\$63,219	\$72,322	108%	J	4	\$58,266	93.0%	86.2%	\$61,425	97.2%
511	Plumber	14	79	\$59,089	\$63,859	\$69,995	\$52,000	\$59,904	\$68,720	105%	J	0				\$61,425	104.3%
512	Building Superintendent	22	74	\$65,539	\$80,049	\$87,932	\$62,866	\$76,196	\$83,564	100%	J	3	\$53,071	81.0%	66.3%	\$61,425	80.6%
603	Licensed Practical Nurse	11	477	\$51,383	\$53,367	\$62,399	\$47,679	\$57,166	\$67,089	98%	J	54	\$56,318	109.6%	105.5%	\$61,425	107.5%
TOTAL STATE OF IDAHO EES:												136	WTD AVG:	104.4%	96.1%		106.9%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
701	Correctional Officer	13	6,314	\$51,747	\$66,728	\$67,516	\$48,360	\$59,561	\$72,232	99%	J	782	\$51,918	100.3%	91.5%	\$67,163	112.8%
TOTAL STATE OF IDAHO EES:												782	WTD AVG:	100.3%	91.5%		112.8%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
102	Disability Claims Adjudicator	6	227	\$54,185	\$58,434	\$64,411	\$48,334	\$59,659	\$70,856	101%	K	13	\$55,987	103.3%	99.2%	\$69,075	115.8%
201	Desktop Support Technician	35	550	\$48,726	\$57,567	\$62,549	\$44,930	\$53,950	\$64,235	100%	K	61	\$57,859	118.7%	100.5%	\$69,075	128.0%
202	Programmer/Analyst	23	1,141	\$74,248	\$80,821	\$89,705	\$64,011	\$78,183	\$95,648	100%	K	24	\$58,872	79.3%	72.8%	\$69,075	88.4%
306	Office Support Supervisor	16	432	\$55,764	\$63,076	\$72,242	\$47,513	\$60,666	\$72,312	102%	K	13	\$57,445	103.0%	91.1%	\$69,075	113.9%
308	Program Administrator	17	747	\$65,208	\$76,746	\$87,000	\$56,656	\$70,964	\$81,770	100%	K	110	\$56,661	88.9%	73.8%	\$69,075	97.3%
602	Registered Dietitian	8	57	\$65,106	\$73,242	\$75,461	\$55,374	\$69,739	\$82,576	102%	K	3	\$52,988	80.2%	72.3%	\$69,075	99.0%
611	Health Education Specialist	8	360	\$58,724	\$69,086	\$70,576	\$52,485	\$65,990	\$79,018	93%	K	27	\$53,665	91.7%	91.2%	\$69,075	104.7%
703	Social Worker	12	1,686	\$59,100	\$62,510	\$72,695	\$53,048	\$64,876	\$78,580	96%	K	25	\$62,576	105.9%	100.1%	\$69,075	106.5%
804	Chemist, Senior	8	116	\$60,224	\$64,240	\$68,915	\$53,184	\$67,080	\$83,200	98%	K	2	\$62,629	104.0%	97.5%	\$69,075	103.0%
TOTAL STATE OF IDAHO EES:												278	WTD AVG:	97.0%	85.8%		106.5%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
702	Probation/Parole Officer	12	925	\$52,328	\$55,293	\$62,260	\$45,654	\$55,755	\$66,653	101%	K	203	\$58,285	111.4%	105.4%	\$73,125	131.2%
TOTAL STATE OF IDAHO EES:												203	WTD AVG:	111.4%	105.4%		131.2%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
103	Grants Officer	18	369	\$64,172	\$63,087	\$67,431	\$52,058	\$62,081	\$74,047	99%	L	61	\$63,003	116.3%	99.9%	\$78,075	128.8%
108	Training Specialist	17	480	\$61,603	\$70,878	\$78,888	\$51,562	\$64,707	\$77,422	108%	L	33	\$64,012	103.9%	90.3%	\$78,075	120.7%
203	GIS Analyst	22	354	\$60,908	\$64,425	\$75,415	\$52,954	\$65,567	\$77,164	98%	L	12	\$68,029	111.7%	105.6%	\$78,075	119.1%
204	Network Analyst	26	748	\$68,068	\$84,698	\$96,210	\$64,698	\$82,762	\$96,555	104%	L	11	\$69,126	101.6%	81.6%	\$78,075	94.3%
209	Software Engineer	20	825	\$84,720	\$90,360	\$102,973	\$66,793	\$88,905	\$104,289	99%	L	27	\$70,595	83.3%	78.1%	\$78,075	89.8%
313	Public Information Officer	22	309	\$66,584	\$79,643	\$87,863	\$61,824	\$75,994	\$90,063	100%	L	17	\$66,401	96.8%	83.4%	\$78,075	102.7%
314	Research Analyst	10	119	\$65,373	\$63,457	\$75,977	\$51,970	\$63,505	\$75,041	99%	L	35	\$61,547	111.1%	97.0%	\$78,075	122.9%
508	Parks & Recreation Manager	20	83	\$70,319	\$88,880	\$99,231	\$74,376	\$87,192	\$100,008	103%	L	8	\$80,510	86.1%	68.1%	\$78,075	89.5%
605	Registered Nurse	14	1,994	\$67,114	\$71,425	\$82,950	\$59,108	\$78,967	\$93,870	94%	L	61	\$68,548	102.1%	96.0%	\$78,075	98.9%
608	Welfare Clinician	4	68	\$63,866	\$70,462	\$74,959	\$51,119	\$62,293	\$73,467	112%	L	137	\$70,221	109.9%	99.7%	\$78,075	125.3%
TOTAL STATE OF IDAHO EES:												402	WTD AVG:	106.3%	95.1%		115.7%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
707	Fish & Game Officer, Senior	5	254	\$61,624	\$74,937	\$82,815	\$65,363	\$77,567	\$87,998	101%	L	73	\$71,460	116.0%	95.4%	\$80,325	103.5%
708	Police Officer	19	2,057	\$65,150	\$71,176	\$79,013	\$64,094	\$68,815	\$83,639	102%	L	162	\$69,237	106.3%	97.3%	\$80,325	116.7%
TOTAL STATE OF IDAHO EES:												235	WTD AVG:	109.3%	96.7%		112.6%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
110	Tax Auditor, Senior	12	263	\$83,498	\$89,834	\$82,504	\$50,167	\$85,087	\$82,836	101%	M	29	\$88,918	108.5%	98.7%	\$88,875	138.8%
206	Database Analyst	21	874	\$78,268	\$88,138	\$98,503	\$70,642	\$86,438	\$104,180	102%	M	16	\$81,283	103.9%	92.2%	\$88,875	102.8%
208	IT Security Analyst, Senior	28	622	\$82,952	\$94,008	\$102,000	\$71,781	\$91,520	\$108,995	102%	M	20	\$79,578	95.9%	84.6%	\$88,875	97.1%
612	Health Program Manager	5	47	\$75,777	\$84,708	\$107,203	\$71,787	\$90,817	\$109,466	103%	M	82	\$87,964	89.7%	80.2%	\$88,875	98.1%
803	Scientist	7	608	\$88,790	\$92,381	\$107,843	\$72,833	\$103,833	\$129,288	85%	M	17	\$89,805	104.5%	75.6%	\$88,875	85.8%
805	Forensic Scientist, Senior	7	153	\$79,083	\$82,358	\$85,564	\$83,023	\$78,858	\$93,412	107%	M	8	\$97,011	122.7%	117.8%	\$88,875	112.7%
809	Engineer (Civil)	17	390	\$83,055	\$94,283	\$101,629	\$89,796	\$87,246	\$108,248	102%	M	34	\$78,232	91.8%	80.9%	\$88,875	101.9%
TOTAL STATE OF IDAHO EES:												186	WTD AVG:	97.7%	50.1%		61.4%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
705	Correctional Lieutenant	11	292	\$84,324	\$89,709	\$93,103	\$74,735	\$85,229	\$96,348	103%	M	41	\$77,469	91.9%	86.4%	\$88,875	104.3%
TOTAL STATE OF IDAHO EES:												41	WTD AVG:	91.9%	86.4%		104.3%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
105	Financial Management Analyst, Senior	17	774	\$74,752	\$84,313	\$108,288	\$71,075	\$89,170	\$108,995	99%	N	8	\$76,010	101.7%	90.2%	\$99,338	111.4%
106	Budget Manager	21	156	\$99,664	\$114,457	\$132,483	\$80,405	\$108,746	\$130,298	109%	N	23	\$90,365	90.8%	79.0%	\$99,338	91.3%
606	Nurse Manager (RN)	11	377	\$89,572	\$105,095	\$127,940	\$78,325	\$101,888	\$125,554	107%	N	37	\$87,846	98.1%	83.6%	\$99,338	97.7%
808	Engineer (Technical)	14	1,124	\$81,013	\$96,257	\$105,714	\$72,592	\$91,713	\$110,056	100%	N	18	\$89,929	111.0%	93.4%	\$99,338	108.3%
TOTAL STATE OF IDAHO EES:												84	WTD AVG:	99.1%	84.9%		99.2%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
207	Information Systems Manager	30	151	\$108,870	\$119,271	\$134,128	\$96,128	\$120,897	\$144,799	103%	O	17	\$98,988	92.6%	83.0%	\$111,825	92.5%
315	Project Manager	24	239	\$82,374	\$90,422	\$100,349	\$67,247	\$88,823	\$103,498	103%	O	34	\$89,865	109.1%	99.4%	\$111,825	129.1%
TOTAL STATE OF IDAHO EES:												51	WTD AVG:	103.6%	93.9%		116.9%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
107	Finance Department Director	28	66	\$118,061	\$128,419	\$157,034	\$107,125	\$130,083	\$155,387	103%	P	10	\$112,604	95.4%	87.7%	\$127,125	97.7%
810	Engineering Manager	19	494	\$115,787	\$130,374	\$148,081	\$97,272	\$128,877	\$154,669	102%	P	18	\$110,148	95.1%	84.5%	\$127,125	98.6%
TOTAL STATE OF IDAHO EES:												28	WTD AVG:	95.2%	85.6%		98.3%

SURVEY JOB CODE	SURVEY JOB TITLE	# OF ORGS	# OF INCUMB	MARKET BASE PAY			MARKET PAY STRUCTURE				STATE OF IDAHO						
				25TH	50TH	75TH	MIN 50TH	MID 50TH	MAX 50TH	COMPA-RATIO 50TH	PAY GRADE	# OF EES	AVG BASE PAY	% OF MKT BASE 25TH	% OF MKT BASE 50TH	RANGE MIDPOINT	% OF MKT MID 50TH
706	Correctional Manager	9	18	\$85,700	\$98,488	\$128,640	\$83,160	\$96,814	\$112,100	101%	P	21	\$96,975	113.2%	98.5%	\$127,125	131.3%
709	Police Captain	19	97	\$103,808	\$115,783	\$139,456	\$94,203	\$110,760	\$129,251	100%	P	11	\$121,296	116.5%	104.8%	\$127,125	114.8%
TOTAL STATE OF IDAHO EES:												32	WTD AVG:	114.4%	100.6%		125.6%

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	\$6,028M	\$127.8M	\$6,952.9M	\$143.7M	\$161.0M	\$100.3M
Number of FTEs	7,082	850	8,191	743	5,457	614
Standard hours per year	2,080	2,080	2,080	2,080	2,080	2,080
Average Percent of Base Pay Increase Budget, 2021	2.3%	2.9%	2.2%	2.8%	2.6%	2.9%
Average Percent of Base Pay Increase Budget, 2022	3.7%	3.0%	3.6%	3.2%	3.9%	3.0%
Average Percent of Base Pay Increase Budget, 2023	5.0%	5.0%	5.9%	5.0%	3.6%	3.0%
Average Percent of Base Pay Increase Budget, 2024 Projected	4.4%	4.0%	4.8%	4.0%	3.7%	4.0%
Percent Increase to Salary Structure, 2021	1.3%	1.9%	1.3%	1.0%	1.5%	2.0%
Percent Increase to Salary Structure, 2022	3.3%	2.6%	3.4%	2.3%	2.9%	3.0%
Percent Increase to Salary Structure, 2023	4.3%	4.0%	4.6%	4.6%	3.4%	3.0%
Percent Increase to Salary Structure, 2024 Projected	3.6%	3.3%	3.6%	3.3%	3.5%	3.5%
	YES		% WITHIN PUBLIC SECTOR		% WITHIN PRIVATE SECTOR	
Utilize Cost of Living Adjustments	15		67%		33%	
Utilize Market Based Adjustments	26		50%		50%	
Utilize Performance (Merit) Based Adjustments	16		44%		56%	
Utilize Competency Based Adjustments	2		0%		100%	
Utilize Step Increases	18		72%		28%	
Shift Differential Pay	29		62%		38%	
Longevity Pay	17		76%		24%	
Multiple Salary Structures	26		81%		19%	
Professional Certification Pay	33		61%		39%	

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, 2023. All required data forms are included within the workbook.

BENCHMARK JOB TITLES					
FINANCE / HUMAN RESOURCES / TAX					
101	Accounting Technician	105	Financial Management Analyst, Senior	106	Training Specialist
102	Disability Claims Adjudicator	106	Budget Manager	110	Tax Auditor, Senior
103	Grants Officer	107	Finance Department Director		
INFORMATION TECHNOLOGY					
201	Desktop Support Technician	204	Network Analyst	207	Information Systems Manager
202	Programmer/Analyst	205	Web Developer	208	IT Security Analyst, Senior
203	GIS Analyst	206	Database Analyst	209	Software Engineer
GENERAL ADMINISTRATION					
301	Receptionist	307	Program Support Specialist	312	Public Information Specialist
302	Administrative Assistant	308	Program Administrator	313	Public Information Officer
303	Shipping/Receiving Specialist	309	Graphic Design Specialist	314	Research Analyst
304	Customer Service Representative	310	Buyer	315	Project Manager
305	Office Support Specialist	311	Legal Assistant	316	Library Assistant
306	Office Support Supervisor				
PUBLIC WORKS / OPERATIONS / PARKS & RECREATION					
501	Custodian	505	Roadway Maintenance Technician	510	Electrician
502	Maintenance Craftsman	508	Parks & Recreation Manager	511	Plumber
503	HVAC Technician	509	Carpenter	512	Building Superintendent
504	Mechanic				

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	806	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 8, 2023** 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, 2023. 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, 2023).

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.

Select Benchmark/Custom/Compensation Survey

38

Select EEOC



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

Ada County Highway District	Golden Valley Natural	Raycap Inc.
Adecco	Gonzaga University	Regence BlueShield of Idaho
Agri Beef Co.	Gritman Medical Center	Ridley's Food Corp
Albertsons	Hagadone Hospitality Co	Saint Alphonsus Health System
Amalgamated Sugar	Hecla Mining Company	Scentsy Inc.
Aspire Human Services	Heinz Frozen Goods	Silverwood Inc
Basic American Foods	Heritage Health	Simplot
Bechtel Marine Propulsion Corp.	Hewlett Packard	Sorrento Lactalis Inc
Bingham Memorial Hospital	Idaho Central Credit Union	St. Joseph Regional Medical Center
Blue Cross of Idaho	Idaho Forest Group	St. Luke's Health System
Bodybuilding.com, LLC	Idaho National Laboratory	St. Mary's & Clearwater Valley Hospital & Clinics
Boise Cascade	Idaho Power Company	Stinker Stores
Bonner General Hospital	Idahoan Foods LLC	Sun Valley Company
Brigham Young University-Idaho	Jacksons Food Stores Inc	Syringa General Hospital
Broulim's Super Market, Inc.	Kootenai Health	Syringa Networks, LLC
Buck Knives, Inc.	Kootenai Medical Center	Tedder Industries, LLC
CenturyLink	Kount	Terteling Co
CH2M	Lamb Weston	Thomas Cuisine Management
Chobani Idaho LLC	McCain Foods	Treasure Valley YMCA
Clear Springs Foods, Inc.	Melaleuca Inc	Trinity Health
Clearwater Analytics, LLC	Micron Technology, Inc.	Tsheets (Intuit)
ClickBank	Monsanto Company	US Bank
Cradlepoint, Inc.	Mountain View Hospital, LLC	US Ecology
D&B Supply Co.	Norco	Vacasa
Deaconess Hospital	ON Semiconductor	Valley Hospital
Delta Dental of Idaho	Personnel Plus Inc	WDS Global
Dickinson Frozen Foods Inc	Portneuf Medical Center	Wells Fargo Bank
Eastern Idaho Health Services	POWER Engineers, Incorporated	West Valley Medical Center
ESI Construction	PRECO Electronics	WinCo Foods
Fisher's Technology	Providence Holy Family Hospital	Woodgrain Millwork Inc
Glanbia Foods	Qualfon Data Services Group LLC	Raycap 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	2021	2022	2023	2024 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 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
101	Accounting Technician Paraprofessional bookkeeping work. Prepares and processes a variety of accounting documents and transactions and maintains accounts. Accounting specialty may focus on accounts payable, accounts receivable, collections, revenues, taxes, audit research and other related accounting tasks. Reviews documents for completeness and accuracy, performs adjustments to data and accounts, and develops and prepares ad hoc reports for use by management.	Typically requires an Associate's degree and one to two years of relevant work experience.
102	Disability Claims Adjudicator Journey-level work evaluating medical evidence, psychological, vocational, educational and social information to determine primary disability diagnosis in compliance with Social Security Administration policy under Title II and Title XVI of the Social Security Act; reviews disability claims to continue benefits.	Typically requires a Bachelor's degree and one year of relevant work experience.
103	Grants Officer Journey-level work in the financial administration of grant awards. Reviews and monitors expenditures to ensure they are in compliance with grant requirements. Analyzes, evaluates and approves requests for reimbursement from grantees. May conduct site visits. Provides technical assistance to grant applicants and grant holders. Prepares reports regarding grant funding and expenditures.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
105	Financial Management Analyst, Senior Analyzes program and public policies; develops, implements, and coordinates policy improvement initiatives; and plans and recommends organization structure and controls for financial management and related operations of state government. Identifies, synthesizes diverse cultural, social, organizational and technical processes. Conducts public policy and issues analyses from a financial impact perspective. Conducts program evaluations. Provides departmental technical assistance and training. Provides direction to lower level analysts.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
106	Budget Manager Directs and coordinates budgeting activities for a large agency including budget formulation, monitoring, and presentation. Directs compilation of data used to prepare budgets and to justify fund requests. Coordinates appropriations for divisional and specific programs. Reviews operating budgets to analyze trends affecting budget needs. Leads and directs the work of others. Defines issues and takes adversarial positions.	Typically requires a Bachelor's degree and management level experience.

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

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

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

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

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

605	Registered Nurse 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	Nurse Manager (RN) 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	Welfare Services Technician Provides treatment and support services for clients by instructing home making, 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	Welfare Clinician 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	Health Education Specialist 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	Health Program Manager 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 Correctional Officer

Journey-level security work in a correctional institution. Ensures security and maintains order by escorting inmates within and outside the institution. Conducts searches of inmates to control contraband, inspects inmate living quarters to ensure cleanliness and sanitation. Stands watch on an armed post. Patrols grounds and participates in inmate counts.

Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education.

702 Probation/Parole Officer

Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts pre-sentence and pre-hearing investigations for use in probation and parole proceedings. Assists clients with personal, social, financial, family, employment and psychological problems and works with community service agencies and law enforcement authorities to enhance the process of integrating offenders back into the community. Supervises released offenders by enforcing parole agreements and stipulations, and prepares periodic reports on their activities. Recommends remedial action when appropriate.

Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a high school diploma or equivalent.

703 Social Worker

Journey-level work performing professional licensed social services or clinical social services. Applies social work principles to investigate, protect and provide social service intervention to children and families having problems with neglect, abuse, delinquency or other social problems. Prepares case assessments and designs case plans. Evaluates progress of client and families. Monitors placements and prepares court and other reports for foster care, adoption, or other social evaluations. Maintains case files.

Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree.

705 Correctional Lieutenant

Supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Schedules and assigns work to officers. Provides staff training to ensure consistent enforcement of rules and application of standard operating procedures. Evaluates officer performance. Recommends department plans and policies.

Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires one year of relevant supervisory level experience.

706 Correctional Manager

Manages community-based correctional facilities and associated programs, or a combination of major programs such as security, rehabilitation and treatment, and/or operations in a state correctional facility. Forecasts, develops and controls multiple program and department budgets and develops department goals. Ensures the civil rights of offenders are provided for and protected. Mediates conflicts between internal and external organizations and individuals. Manages contracts with service providers. Maintains a close relationship with law enforcement agencies, courts, Parole Commission, and/or Interstate Compact. Subject to 24-hour emergency call-back.

Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a Bachelor's Degree or relevant management level experience.

707 Fish & Game Officer, Senior

Journey-level professional law enforcement work in the area of fish and game management. Patrols large, often remote geographical areas for violations of game, fish, and watercraft laws or accidents. Issues citations, secures complaints, conducts investigations, makes arrests, writes reports and testifies in court. Collect data on fish and wildlife populations. Sell licenses and provide information to the public.

Typically requires permanent status as a Conservation Officer or one year of relevant work experience as a sworn peace officer.

708 Police Officer

Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property.

Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination.

709 Police Captain

Manages all enforcement and support operations for patrol or investigations within a district. Develops and ensures appropriate programs to prevent the loss of life, personal injury, and property destruction. Develops and implements short and long-range plans and programs to improve community, public, legislative, and media relations. Ensures adequate resources are available to fully staff specialty programs. Ensures full participation of subordinate staff in the prosecution of offenders.

Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Typically requires a Bachelor's degree or five to seven years of relevant management level experience. Must possess a valid driver's license and pass a background investigation and polygraph examination.

803 Scientist

Journey-level professional scientific work applying diversified knowledge and advanced scientific principles, theories, concepts, and techniques. Performs analyses related to a specific environmental media or scientific discipline. Recommendations have a direct 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 Chemist Senior

Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.

Typically requires a Bachelor's degree and three years of relevant work experience.

805 Forensic Scientist Senior

Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty.

Typically requires a Bachelor's degree and three years of relevant work experience.

808 Engineer (Technical)

Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques.

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

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.

MILLIMAN REPORT



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

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

CONTACT

Lisa Hughes
lisa.hughes@milliman.com

©2023 Milliman, Inc. All Rights Reserved. The materials in this document represent the opinion of the authors and are not representative of the views of Milliman, Inc. Milliman does not certify the information, nor does it guarantee the accuracy and completeness of such information. Use of such information is voluntary and should not be relied upon unless an independent review of its accuracy and completeness has been performed. Materials may not be reproduced without the express consent of Milliman.

APPENDIX C: EXISTING SALARY STRUCTURES

EXISTING SALARY STRUCTURE – PRIMARY

PAY GRADE	MINIMUM POINTS	GRADE POINTS	MAXIMUM POINTS	HOURLY			ANNUAL		
				MINIMUM	POLICY	MAXIMUM	MINIMUM	POLICY	MAXIMUM
D	Below 110 Points			\$7.25	\$12.50	\$18.75	\$19,500	\$26,000	\$39,000
E	110	119	130	\$10.46	\$13.94	\$20.91	\$21,750	\$29,000	\$43,500
F	131	142	154	\$11.68	\$15.58	\$23.37	\$24,300	\$32,400	\$48,600
G	155	169	184	\$13.16	\$17.55	\$26.32	\$27,375	\$36,500	\$54,750
H	185	201	219	\$14.96	\$19.95	\$29.93	\$31,125	\$41,500	\$62,250
I	220	240	262	\$17.67	\$23.56	\$35.34	\$36,750	\$49,000	\$73,500
J	263	286	312	\$19.69	\$26.25	\$39.38	\$40,950	\$54,600	\$81,900
K	313	341	372	\$22.14	\$29.52	\$44.28	\$46,050	\$61,400	\$92,100
L	373	406	443	\$25.02	\$33.37	\$50.05	\$52,050	\$69,400	\$104,100
M	444	485	528	\$28.49	\$37.98	\$56.97	\$59,250	\$79,000	\$118,500
N	529	578	630	\$31.84	\$42.45	\$63.68	\$66,225	\$88,300	\$132,450
O	631	688	750	\$35.84	\$47.79	\$71.68	\$74,550	\$99,400	\$149,100
P	751	828	904	\$40.75	\$54.33	\$81.49	\$84,750	\$113,000	\$169,500
Q	905	998	1090	\$46.88	\$62.50	\$93.75	\$97,500	\$130,000	\$195,000
R	1091	1176	1292	\$54.09	\$72.12	\$108.17	\$112,500	\$150,000	\$225,000
T	1532	1665	1822	\$63.10	\$84.13	\$126.20	\$131,250	\$175,000	\$262,500
V	2167	2354	2575	\$81.13	\$108.17	\$162.26	\$168,750	\$225,000	\$337,500

EXISTING SALARY STRUCTURE – PUBLIC SAFETY

PAY GRADE	MINIMUM POINTS	GRADE POINTS	MAXIMUM POINTS	HOURLY			ANNUAL		
				MINIMUM	POLICY	MAXIMUM	MINIMUM	POLICY	MAXIMUM
D	Below 110 Points			\$7.25	\$14.42	\$21.63	\$22,500	\$30,000	\$45,000
E	110	119	130	\$11.94	\$15.91	\$23.87	\$24,825	\$33,100	\$49,650
F	131	142	154	\$13.13	\$17.50	\$26.25	\$27,300	\$36,400	\$54,600
G	155	169	184	\$14.64	\$19.52	\$29.28	\$30,450	\$40,600	\$60,900
H	185	201	219	\$16.48	\$21.97	\$32.96	\$34,275	\$45,700	\$68,550
I	220	240	262	\$19.90	\$26.54	\$39.81	\$41,400	\$55,200	\$82,800
J	263	286	312	\$21.53	\$28.70	\$43.05	\$44,775	\$59,700	\$89,550
K	313	341	372	\$23.44	\$31.25	\$46.88	\$48,750	\$65,000	\$97,500
L	373	406	443	\$25.75	\$34.33	\$51.49	\$53,550	\$71,400	\$107,100
M	444	485	528	\$28.49	\$37.98	\$56.97	\$59,250	\$79,000	\$118,500
N	529	578	630	\$31.84	\$42.45	\$63.68	\$66,225	\$88,300	\$132,450
O	631	688	750	\$35.84	\$47.79	\$71.68	\$74,550	\$99,400	\$149,100
P	751	828	904	\$40.75	\$54.33	\$81.49	\$84,750	\$113,000	\$169,500
Q	905	998	1090	\$46.88	\$62.50	\$93.75	\$97,500	\$130,000	\$195,000
R	1091	1176	1292	\$54.09	\$72.12	\$108.17	\$112,500	\$150,000	\$225,000
T	1532	1665	1822	\$63.10	\$84.13	\$126.20	\$131,250	\$175,000	\$262,500
V	2167	2354	2575	\$81.13	\$108.17	\$162.26	\$168,750	\$225,000	\$337,500

APPENDIX D: PROPOSED SALARY STRUCTURES

RECOMMENDED SALARY STRUCTURE – PRIMARY

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	% change	% from P25	Resulting Compa-Ratio
V	\$225,000	\$168,750	\$225,000	\$337,500	0.0%	-25.0%	112%
U	\$200,000	\$153,750	\$205,000	\$307,500	2.5%	-14.7%	n/a
T	\$175,000	\$138,750	\$185,000	\$277,500	5.7%	-12.6%	76%
R	\$150,000	\$120,000	\$160,000	\$240,000	6.7%	-5.3%	89%
Q	\$130,000	\$104,550	\$139,400	\$209,100	7.2%	-5.5%	85%
P	\$113,000	\$90,975	\$121,300	\$181,950	7.3%	-5.8%	86%
O	\$99,400	\$80,100	\$106,800	\$160,200	7.4%	-6.0%	87%
N	\$88,300	\$71,250	\$95,000	\$142,500	7.6%	-6.3%	87%
M	\$79,000	\$61,875	\$82,500	\$123,750	4.4%	-10.0%	89%
L	\$69,400	\$54,000	\$72,000	\$108,000	3.7%	-7.8%	90%
K	\$61,400	\$47,325	\$63,100	\$94,650	2.8%	-5.3%	91%
J	\$54,600	\$41,775	\$55,700	\$83,550	2.0%	-2.4%	93%
I	\$49,000	\$37,125	\$49,500	\$74,250	1.0%	0.8%	92%
H	\$41,500	\$32,550	\$43,400	\$65,100	4.6%	2.5%	95%
G	\$36,500	\$28,650	\$38,200	\$57,300	4.7%	3.3%	103%
F	\$32,400	\$25,500	\$34,000	\$51,000	4.9%	0.6%	99%
E	\$29,000	\$22,875	\$30,500	\$45,750	5.2%	-2.3%	108%
D	\$26,000	\$20,550	\$27,400	\$41,100	5.4%	-12.2%	135%

RECOMMENDED SALARY STRUCTURE – INFORMATION TECHNOLOGY/ ENGINEERING

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	IT vs primary	% change	% from P25	Resulting Compa-Ratio
Q	\$130,000	\$104,550	\$139,400	\$209,100	0%	7.2%	-5%	93%
P	\$113,000	\$93,900	\$125,200	\$187,800	3%	10.8%	-7%	88%
O	\$99,400	\$85,350	\$113,800	\$170,700	7%	14.5%	-6%	87%
N	\$88,300	\$78,375	\$104,500	\$156,750	10%	18.3%	-5%	83%
M	\$79,000	\$68,100	\$90,800	\$136,200	10%	14.9%	-9%	87%
L	\$69,400	\$59,400	\$79,200	\$118,800	10%	14.1%	-8%	84%
K	\$61,400	\$52,350	\$69,800	\$104,700	11%	13.7%	-6%	85%
J	\$54,600	\$46,425	\$61,900	\$92,850	11%	13.4%	-3%	90%
I	\$49,000	\$41,475	\$55,300	\$82,950	12%	12.9%	-2%	84%
H	\$41,500	\$37,350	\$49,800	\$74,700	15%	20.0%	1%	79%

JOBS ASSIGNED TO IT/ENGINEERING SALARY STRUCTURE

DATA SCIENTIST	IT INFO SYS AND INFR ENG I
ENGINEER ASSOCIATE	IT INFO SYS AND INFR ENG II
ENGINEER INTERN	IT INFO SYS AND INFR ENG III
ENGINEER, MANAGER 1	IT INFO SYS AND INFR ENG IV
ENGINEER, MANAGER 2	IT MANAGER I
ENGINEER, MANAGER 3	IT MANAGER II
ENGINEER, STAFF	IT MANAGER III
ENGINEER, TECHNICAL 1	IT MANAGER IV
ENGINEER, TECHNICAL 2	IT MANAGER V
ENGINEERING ASST, TRANSP	IT NETWORK ENGINEER I
ENGINEERING TECH SR, P&R	IT NETWORK ENGINEER II
GEOLOGIST, ENG	IT NETWORK ENGINEER III
GEOLOGIST, ENG ASST	IT NETWORK ENGINEER IV
GIS ANALYST I	IT OPS & SUPPORT ANALYST I
GIS ANALYST II	IT OPS & SUPPORT ANALYST II
GIS ANALYST III	IT OPS & SUPPORT ANALYST III
GIS ASSOCIATE	IT OPS & SUPPORT SR TECHNICIAN
IT ARCHITECT I	IT OPS & SUPPORT TECHNICIAN
IT ARCHITECT II	IT OPS & SUPPORT ASSOCIATE TECH
IT ARCHITECT III	IT SOFTWARE ENGINEER ASSOCIATE
IT ARCHITECT IV	IT SOFTWARE ENGINEER I
IT DATABASE ADMIN ANALYST I	IT SOFTWARE ENGINEER II
IT DATABASE ADMIN ANALYST II	IT SOFTWARE ENGINEER III
IT DATABASE ADMIN ANALYST III	IT SOFTWARE ENGINEER IV
IT DATABASE ADMIN ANALYST IV	IT SOFTWARE ENGINEER TRAINEE

Jobs Assigned to IT/Engineering Structure Continued

JOBS ASSIGNED TO IT/ENGINEERING SALARY STRUCTURE	
IT INFO MGT SPECIALIST I	LAND SURVEYOR, TRANS
IT INFO MGT SPECIALIST II	LAND SURVEYOR-IN-TRNG
IT INFO MGT SPECIALIST III	REMOTE SNSG ANLYST STAFF
IT INFO SECURITY ENGINEER I	REMOTE SNSG ANLYST TECH
IT INFO SECURITY ENGINEER II	TRANSP TECH PRIN, ENGNRNG
IT INFO SECURITY ENGINEER III	TRANSPORTATION TECH SR
IT INFO SECURITY ENGINEER IV	

RECOMMENDED SALARY STRUCTURE – NURSING/HEALTHCARE

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	Nursing /HC vs Primary	% Change	% from P25	Resulting Compa-Ratio
Q	\$130,000	\$104,550	\$139,400	\$209,100	0%	7.2%	-5%	103.6%
P	\$113,000	\$90,975	\$121,300	\$181,950	0%	7.3%	6%	94%
O	\$99,400	\$82,050	\$109,400	\$164,100	2%	10.1%	-8%	83%
N	\$88,300	\$74,850	\$99,800	\$149,700	5%	13.0%	-12%	89%
M	\$79,000	\$67,500	\$90,000	\$135,000	9%	13.9%	4%	88%
L	\$69,400	\$57,450	\$76,600	\$114,900	6%	10.4%	4%	91%
K	\$61,400	\$48,900	\$65,200	\$97,800	3%	6.2%	12%	91%
J	\$54,600	\$41,775	\$55,700	\$83,550	0%	2.0%	11%	101%
I	\$49,000	\$37,125	\$49,500	\$74,250	0%	1.0%	48%	95%
H	\$41,500	\$32,550	\$43,400	\$65,100	0%	4.6%	41%	100%
G	\$36,500	\$28,650	\$38,200	\$57,300	0%	4.7%	n/a	n/a

JOBS ASSIGNED TO NURSING/HEALTHCARE SALARY STRUCTURE

CLINICIAN	PHARMACY SVCS SUPV
CLINICAL SUPV	PHARMACY/DATA INVNTRY SP
NURSING ASSISTANT CERTIFIED	PHYSICAL OCC THERAPY AID
NURSING ASSISTANT CERTIFIED - SENIOR	PHYSICIAN, MED CLINIC - INST
NURSE, ADVANCED PRACTICE	PHYSICIAN, PSYCH SPECIALTY
NURSE, LICENSED PRACTICAL	PSYCHOLOGIST
NURSE, REGISTERED	PSYCHOLOGY, CHF OF
NURSE, REGISTERED MANAGER	THERAPIST
NURSE, REGISTERED SENIOR	THERAPIST, EARLY INTERVENTION
NURSING ASST CERT	SOCIAL WORKER
NURSING ASST, CERTIFD-SR	BEHAVIORAL HEALTH CHIEF
NURSING SERVICES DIR	CLINICAL SPECIALISTS
PHARMACIST, CLINICAL	SOCIAL SERVICES DIRECTOR BEHAV HLTH
PHARMACY ASST, SR	SOCIAL SERVICES DIRECTOR - ISVH
PHARMACY SVCS SPEC	

RECOMMENDED SALARY STRUCTURE – PUBLIC SAFETY

Grade	Current Midpoint	Proposed 75% Minimum	Proposed Midpoint	Proposed 150% Maximum	Public Safety vs Primary	% change	% from Mkt	Resulting Compa-Ratio
Q	\$130,000	\$106,650	\$142,200	\$213,300	2.0%	9.4%		98%
P	\$113,006	\$93,150	\$124,200	\$186,300	2.4%	9.9%	-7%	86%
O	\$99,403	\$82,200	\$109,600	\$164,400	2.6%	10.3%	-6%	103%
N	\$88,296	\$73,425	\$97,900	\$146,850	3.1%	10.9%	1%	98%
M	\$78,998	\$64,950	\$86,600	\$129,900	5.0%	9.6%		97%
L	\$71,406	\$57,900	\$77,200	\$115,800	7.2%	8.1%	3%	88%
K	\$65,000	\$51,900	\$69,200	\$103,800	9.7%	6.5%	2%	86%
J	\$59,696	\$46,950	\$62,600	\$93,900	12.4%	4.9%	8%	83%
I	\$55,203	\$42,750	\$57,000	\$85,500	15.2%	3.3%	6%	83%
H	\$45,698	\$36,000	\$48,000	\$72,000	10.6%	5.0%		83%

JOBS ASSIGNED TO PUBLIC SAFETY SALARY STRUCTURE

CONSERVATION OFFICER	ISP LIEUTENANT
CONSERVATION OFFICER DISTRICT	ISP MAJOR
CONSERVATION OFFICER REGIONAL	ISP SERGEANT
CONSERVATION OFFICER SENIOR	ISP SPECIALIST
CORRECTIONAL CORPORAL	ISP TROOPER
CORRECTIONAL LIEUTENANT	ISP TROOPER RECRUIT
CORRECTIONAL MANAGER 1	PROBATION & PAROLE OFFICER
CORRECTIONAL MANAGER 2	PROBATION & PAROLE OFFICER LEAD
CORRECTIONAL MANAGER 3	PROBATION & PAROLE OFFICER SENIOR
CORRECTIONAL OFFICER	REHABILITATION SPECIALIST ASSOCIATE DJC
CORRECTIONAL SERGEANT	REHABILITATION SPECIALIST DJC
CORRECTIONAL SPECIALIST	REHABILITATION SUPERVISOR DJC
CORRECTIONAL SPECIALIST SUPERVISOR	REHABILITATION TECH TRAINEE DJC
FISH & GAME ENFORCEMENT ASSISTANT CHIEF	REHABILITATION TECHNICIAN DJC
FISH & GAME ENFORCEMENT BUREAU CHIEF	REHABILITATION TECHNICIAN II DJC
ISP CAPTAIN	

ALL RECOMMENDED STRUCTURES

Grade	Current Midpoint	Primary	Public Safety	IT/Engineering	Nursing/ Healthcare	Public Safety % Premium	IT/Engineering % Premium	Nursing/ Healthcare % Premium
V	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	0.0%	0.0%	0.0%
U	\$200,000	\$205,000	\$205,000	\$205,000	\$205,000	0.0%	0.0%	0.0%
T	\$175,000	\$185,000	\$185,000	\$185,000	\$185,000	0.0%	0.0%	0.0%
R	\$150,000	\$160,000	\$160,000	\$160,000	\$160,000	0.0%	0.0%	0.0%
Q	\$130,000	\$139,400	\$142,200	\$139,400	\$130,000	2.0%	0.0%	0.0%
P	\$113,000	\$121,300	\$124,200	\$125,200	\$121,300	2.4%	3.2%	0.0%
O	\$99,400	\$106,800	\$109,600	\$113,800	\$109,400	2.6%	6.6%	2.4%
N	\$88,300	\$95,000	\$97,900	\$104,500	\$99,800	3.1%	10.0%	5.1%
M	\$79,000	\$82,500	\$86,600	\$90,800	\$90,000	5.0%	10.1%	9.1%
L	\$69,400	\$72,000	\$77,200	\$79,200	\$76,600	7.2%	10.0%	6.4%
K	\$61,400	\$63,100	\$69,200	\$69,800	\$65,200	9.7%	10.6%	3.3%
J	\$54,600	\$55,700	\$62,600	\$61,900	\$55,700	12.4%	11.1%	0.0%
I	\$49,000	\$49,500	\$57,000	\$55,300	\$49,500	15.2%	11.7%	0.0%
H	\$41,500	\$43,400	\$48,000	\$49,800	\$43,400	10.6%	14.7%	0.0%
G	\$36,500	\$38,200	\$38,200	\$38,200	\$38,200	0.0%	0.0%	0.0%
F	\$32,400	\$34,000	\$34,000	\$34,000	\$34,000	0.0%	0.0%	0.0%
E	\$29,000	\$30,500	\$30,500	\$30,500	\$30,500	0.0%	0.0%	0.0%

APPENDIX E: PAYLINE EXCEPTIONS

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."

PAYLINE EXCEPTIONS

CLASS CODE	CLASSIFICATION TITLE	NUMBER OF CLASSIFIED EMPLOYEES	PAY GRADE	TEMPORARY PAY GRADE	NUMBER OF EMPLOYEES OVER PAY GRADE MAX	TOTAL OF SALARIES OVER PAY GRADE MAX
02188	Dietary Aide Senior	40	D	G	5	\$13,250
07610	Nursing Assistant Certified	80	F	H	11	\$4,100
07614	Physical/Occupational Therapy Aide	11	F	H	4	\$5,803
07612	Nursing Assistant Certified - Senior	5	G	I	0	\$0
06276	Electrician Traffic Signal	10	I	J	4	\$7,197
07676	Nurse Licensed Practical	59	I	J	1	\$1,535
09406	Psychologist	1	M	O	0	\$0
07478	Pharmacy Services Specialist	2	M	P	2	\$32,885
09402	Psychology Chief	2	O	P	0	\$0
07203	Clinical Specialist	11	M	P	5	\$17,472
GRAND TOTAL		221			32	\$82,241

Salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary.

APPENDIX F: TURNOVER DATA

In FY 2023, the State experienced an 18.9% total turnover rate of classified employees. This was a 2.9% decrease compared to FY 2022 where turnover rate of classified employees was 21.8%.

CLASSIFICATION	FISCAL YEAR	BEGIN COUNT	END COUNT	AVG EMP	NUMBER OF SEPARATIONS	STATE CLASSIFIED TURNOVER RATE
Classified	2023	12,137	12,516	12,326.5	2,335	18.9%

Over the last decade, DHR has reported on turnover for classified employees only. Below is a 5-year history of *Total Turnover Rate for Classified Employees*.

FY	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	YEAR-OVER-YEAR CHANGE
2023	2,335	18.9%	-2.9%
2022	2,731	21.8%	2.9%
2021	2,456	18.9%	3.9%
2020	1,953	15.0%	0.1%
2019	1,929	14.9%	-2.0%

Moving forward, DHR will report on the *Total Turnover Rate for All Employees*. This number will exclude temporary and seasonal employees.

In FY 2023, the State experienced a 15% total turnover rate of all employees²⁵. A total of 3,189 employees exited state employment. Based on the separation codes entered by state agencies when processing an employee's final paperwork, the top reasons classified employees left state employment were: Personal, Retirement, and Private Sector Job.

TURNOVER BY AGENCY

Turnover is the rate at which employees move in and out of open positions. This can be for both leaving the state entirely or leaving a state agency and becoming employed at a separate state agency. Turnover was calculated in the chart below by the number of separations from the past fiscal year divided by the average number of employees. Turnover excludes temporary and seasonal positions.

AGENCY NAME	SEPARATIONS	TURNOVER RATE
TOTAL	3,189	15%
Attorney General	48	22%
Boise State University	522	18%
Brand Inspector	6	10%
Code Commission	0	0%

²⁵ Excludes Public Health Districts, State Insurance Fund, and University of Idaho.

Turnover by Agency Continued

AGENCY NAME	SEPARATIONS	TURNOVER RATE
Commission for Blind & Visual Impaired	0	0%
Commission of Pardons and Parole	6	15%
Commission on the Arts	1	12%
Correctional Industries	12	33%
Dept. of Agriculture	47	11%
Dept. of Commerce	6	12%
Dept. of Correction	340	18%
Dept. of Environmental Quality	50	13%
Dept. of Finance	5	8%
Dept. of Fish & Game	44	5%
Dept. of Insurance	15	22%
Dept. of Labor	115	22%
Dept. of Lands	51	9%
Dept. of Parks & Recreation	27	7%
Dept. of Administration	22	18%
Dept. of Health & Welfare	510	17%
Dept. of Water Resources	17	11%
Div. of Financial Management	2	10%
Div. of Human Resources	3	12%
Div. of Veterans Services	91	27%
Div. of Occupational & Professional Licenses	51	10%
Endowment Fund Investment Board	0	0%
Hispanic Commission	0	0%
Idaho Division of Career Technical Education	14	8%
Idaho Commission for Libraries	5	12%
Idaho Commission on Aging	1	5%
Idaho Public Television	9	10%
Idaho State Independent Living Council	0	0%
Idaho State Lottery	2	3%
Idaho State Police	71	13%
Idaho State Racing Commission	1	9%
Idaho State University	242	13%
Idaho Transportation Dept.	277	17%
Industrial Commission	28	25%
Judicial Branch	24	5%
Juvenile Corrections	65	17%
Lava Hot Springs Foundation	5	4%
Legislative Services	14	20%
Lewis-Clark State College	39	5%
Military Division	77	18%
Office of Administrative Hearings	0	0%
Office of Board of Education	9	14%
Office of Drug Policy	1	18%
Office of Energy and Mineral Resources	3	33%
Office of Information Technology Services	16	12%

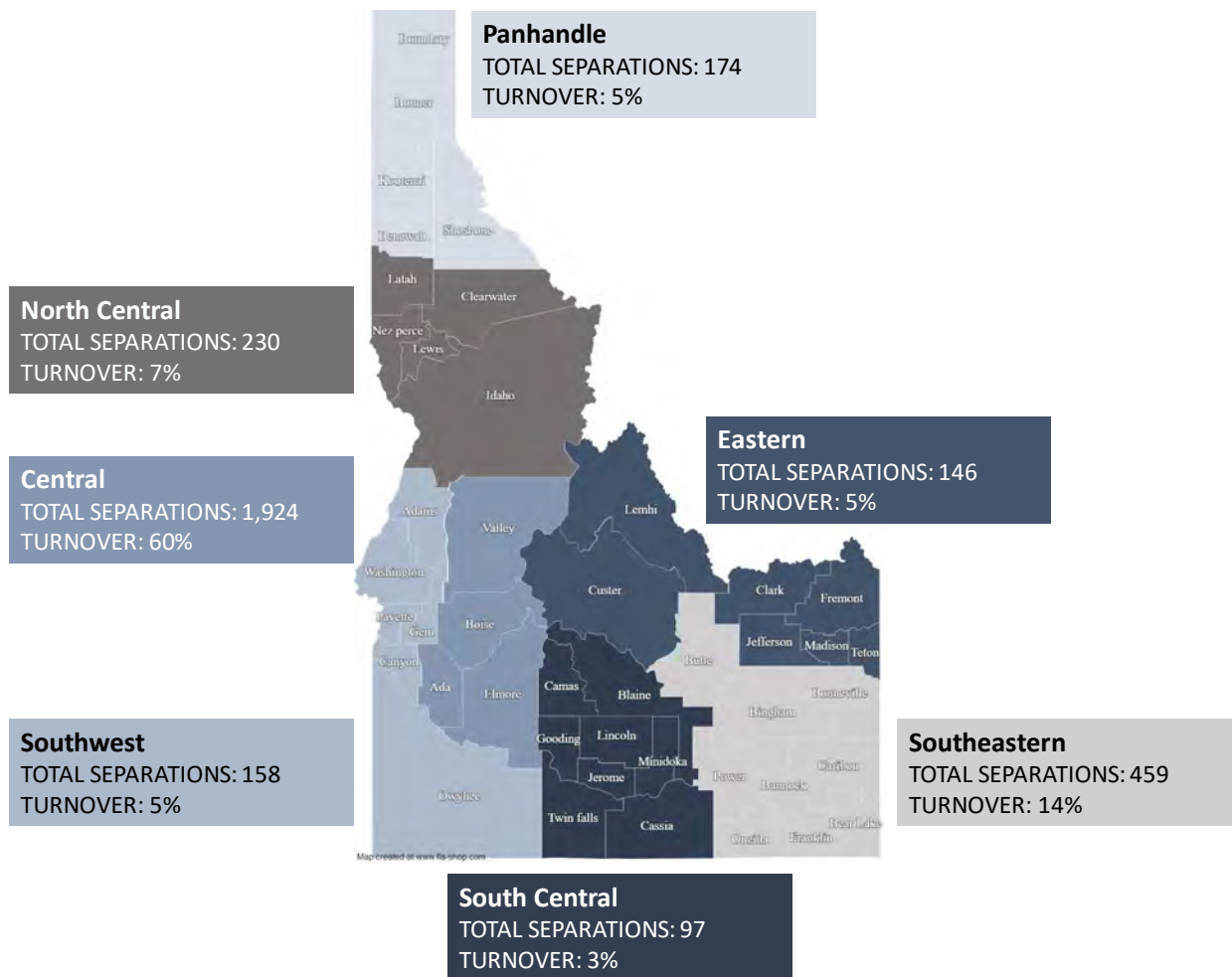
Turnover by Agency Continued

AGENCY NAME	SEPARATIONS	TURNOVER RATE
Office of Performance Evaluations	0	0%
Office of Species Conservation	1	7%
Office of the Governor	4	20%
Public Charter School Commission	4	6%
Public Employee Retirement System of Idaho	1	10%
Public Utilities Commission	7	16%
Secretary of State	10	34%
Soil and Water Conservation Commission	4	19%
State Appellate Public Defender	2	8%
State Board of Tax Appeals	0	0%
State Controller	15	8%
State Historical Society	11	13%
State Liquor Division	73	17%
State Public Defense Commission	0	0%
State Tax Commission	88	20%
State Treasurer	6	19%
Stem Action Center	3	55%
Superintendent of Public Instruction	38	34%
Vocational Rehabilitation	25	18%
Workforce Development Council	3	38%

JOBS WITH HIGHEST TURNOVER

CLASS TITLE	PAY GRADE	NUMBER OF SEPARATIONS	TURNOVER RATE
Psychiatric Tech	H	58	80.0%
Maintenance Craftsman	G	14	71.8%
Dietary Aide, Sr.	G	23	67.7%
Human Resource Associate	I	10	66.7%
Client Services Tech	G	21	63.6%
Transportation Tech Apprentice	G	40	59.7%
Security Officer, Sr.	G	16	56.1%
Health Education Specialist	K	21	50.0%
Nurse, Reg.	L	44	44.4%
Health Facility Surveyor	L	11	43.1%
Cook, Sr.	H	17	42.5%
Liquor Store Clerk	F	49	40.7%
Nursing Assistant, Certified	H	26	39.7%
Custodian	F	72	39.3%

REGIONAL TURNOVER



FY23 EXIT INTERVIEW DATA

Results of the FY23 statewide exit survey indicated that “Pay” was the number one reason employees choose to leave State of Idaho employment. “Retirement” was the second most cited factor, followed by “Career Opportunities” and “Management.”

“We want to understand the reasons our employees choose to leave State of Idaho employment. Please rate, based on order of importance, what three areas led you to seek other employment.”

Pay 24.86% rated “Pay” the most important factor

Retirement 18.38% rated “Retirement” the most important factor

Career Opportunities 11.35% rated “Career Opportunities” the most important factor

Management 10.27% rated “Management” the most important factor

APPENDIX G: VACANCY RATES

The vacancy rate measures the percentage of vacant positions at a given state agency. Vacancy rates were calculated in the chart below using the number of vacant positions in June 2023. Overall vacancy rate at the end of the fiscal year was 11%.

AGENCY NAME	VACANT CLASSIFIED FTP	VACANT NON-CLASSIFIED FTP	COMBINED VACANT FTP	REGULAR NON-CLASSIFIED FTP	REGULAR CLASSIFIED FTP	COMBINED REGULAR FTP	VACANCY RATE
OVERALL	1,603.20	394.09	1,997.29	5,802.32	12,460.36	18,262.68	11%
Attorney General	0.00	21.00	21.00	206.80	0.00	206.80	9%
Boise State University	46.50	132.92	179.42	2,281.46	522.29	2,803.75	6%
Brand Inspector	2.65	0.00	2.65	5.00	33.40	38.40	6%
Commission for Blind & Visual Impaired	0.00	0.00	0.00	1.00	39.77	40.77	0%
Commission of Pardons & Parole	4.00	0.00	4.00	2.00	30.00	32.00	11%
Commission on the Arts	0.00	0.00	0.00	9.00	0.00	9.00	0%
Correctional Industries	0.00	11.00	11.00	31.00	0.00	31.00	26%
Dept. of Agriculture	23.00	0.00	23.00	11.00	187.75	198.75	10%
Dept. of Commerce	6.00	1.00	7.00	4.00	31.00	35.00	17%
Dept. of Correction	363.85	1.00	364.85	22.00	1,797.92	1,819.92	17%
Dept. of Environmental Quality	42.56	0.00	42.56	14.00	329.75	343.75	11%
Dept. of Finance	2.00	0.00	2.00	2.00	66.00	68.00	3%
Dept. of Fish & Game	27.00	0.00	27.00	6.00	520.00	526.00	5%
Dept. of Insurance	4.00	0.00	4.00	14.50	53.00	67.50	6%
Dept. of Labor	68.00	0.00	68.00	14.00	496.00	510.00	12%
Dept. of Lands	39.40	0.00	39.40	12.00	292.82	304.82	11%
Dept. of Parks & Recreation	13.00	0.00	13.00	6.00	149.22	155.22	8%
Dept. of Administration	10.00	0.00	10.00	7.00	110.00	117.00	8%
Dept. of Health & Welfare	519.23	3.00	522.23	25.00	2,784.07	2,809.07	16%
Dept. of Water Resources	21.00	0.00	21.00	3.00	141.00	144.00	13%
Div. of Financial Management	0.00	2.00	2.00	17.00	0.00	17.00	11%
Div. of Human Resources	3.00	0.00	3.00	1.00	18.00	19.00	14%
Div. of Veterans Services	119.00	0.00	119.00	7.00	321.50	328.50	27%
Div. of Occupational & Professional Licenses	18.00	1.00	19.00	7.00	242.75	249.75	7%
Endowment Fund Investment Board	0.00	0.00	0.00	2.00	2.00	4.00	0%
Hispanic Commission	0.00	0.00	0.00	2.00	1.00	3.00	0%
Idaho Division of Career Technical Education	2.00	4.00	6.00	34.00	9.00	43.00	12%
Idaho Commission for Libraries	3.50	0.00	3.50	2.00	31.00	33.00	10%
Idaho Commission on Aging	0.00	0.00	0.00	1.00	13.00	14.00	0%
Idaho Public Television	5.00	0.00	5.00	7.00	58.00	65.00	7%
Idaho State Independent Living Council	0.00	0.00	0.00	1.00	3.00	4.00	0%

Vacancy Rates by Agency Continued

AGENCY NAME	VACANT CLASSIFIED FTP	VACANT NON-CLASSIFIED FTP	COMBINED VACANT FTP	REGULAR NON-CLASSIFIED FTP	REGULAR CLASSIFIED FTP	COMBINED REGULAR FTP	VACANCY RATE
Idaho State Police	50.00	1.00	51.00	5.00	537.03	542.03	9%
Idaho State Racing Commission	0.00	0.00	0.00	0.00	2.00	2.00	0%
Idaho State University	34.25	87.17	121.42	1,224.27	537.55	1,761.82	6%
Idaho Transportation Dept.	43.00	2.00	45.00	21.00	1,580.50	1,601.50	3%
Industrial Commission	10.00	1.00	11.00	59.00	60.00	119.00	8%
Judicial Branch	0.00	30.00	30.00	370.00	0.00	370.00	8%
Juvenile Corrections	38.00	0.00	38.00	9.00	366.00	375.00	9%
Lava Hot Springs Foundation	0.00	0.00	0.00	1.00	19.80	20.80	0%
Legislative Services	0.00	2.00	2.00	70.00	0.00	70.00	3%
Lewis-Clark State College	4.80	22.00	26.80	314.07	78.90	392.97	6%
Military Division	0.00	34.00	34.00	386.22	0.00	386.22	8%
Office of Board of Education	0.00	2.00	2.00	49.00	9.50	58.50	3%
Office of Drug Policy	0.00	0.00	0.00	6.00	0.00	6.00	0%
Office of Energy and Mineral Resources	0.00	1.00	1.00	10.00	0.00	10.00	9%
Office of Information Technology Services	9.00	0.00	9.00	2.00	124.00	126.00	7%
Office of Performance Evaluations	0.00	2.00	2.00	7.00	0.00	7.00	22%
Office of Species Conservation	0.00	0.00	0.00	15.00	0.00	15.00	0%
Office of the Governor	0.00	3.00	3.00	18.00	0.00	18.00	14%
Public Employee Retirement System of Idaho	4.00	2.00	6.00	5.00	59.00	64.00	9%
Public Utilities Commission	5.00	0.00	5.00	9.00	34.00	43.00	10%
Secretary of State	0.00	3.00	3.00	30.00	0.00	30.00	9%
Soil and Water Conservation Commission	1.56	0.00	1.56	2.00	14.00	16.00	9%
State Appellate Public Defender	0.00	1.00	1.00	24.00	0.00	24.00	4%
State Board of Tax Appeals	0.00	0.00	0.00	1.00	3.00	4.00	0%
State Controller	0.00	8.00	8.00	101.00	0.00	101.00	7%
State Historical Society	5.00	0.00	5.00	3.00	48.00	51.00	9%
State Liquor Division	5.90	0.00	5.90	5.00	242.59	247.59	2%
State Public Defense Commission	0.00	0.00	0.00	2.00	4.00	6.00	0%
State Tax Commission	46.00	1.00	47.00	13.00	392.75	405.75	10%
State Treasurer	0.00	0.00	0.00	27.50	0.00	27.50	0%
Stem Action Center	0.00	0.00	0.00	6.00	0.00	6.00	0%
Superintendent of Public Instruction	0.00	8.00	8.00	115.00	0.00	115.00	7%
Vocational Rehabilitation	4.00	6.00	10.00	93.50	44.50	138.00	7%
Workforce Development Council	0.00	0.00	0.00	2.00	9.00	11.00	0%

APPENDIX H: AVERAGE SALARY INCREASE FY2024

The following information from last year's CEC implementation is summarized by agency by average percent increase and average dollar increase received by employees and the date the agency CEC plan was implemented.

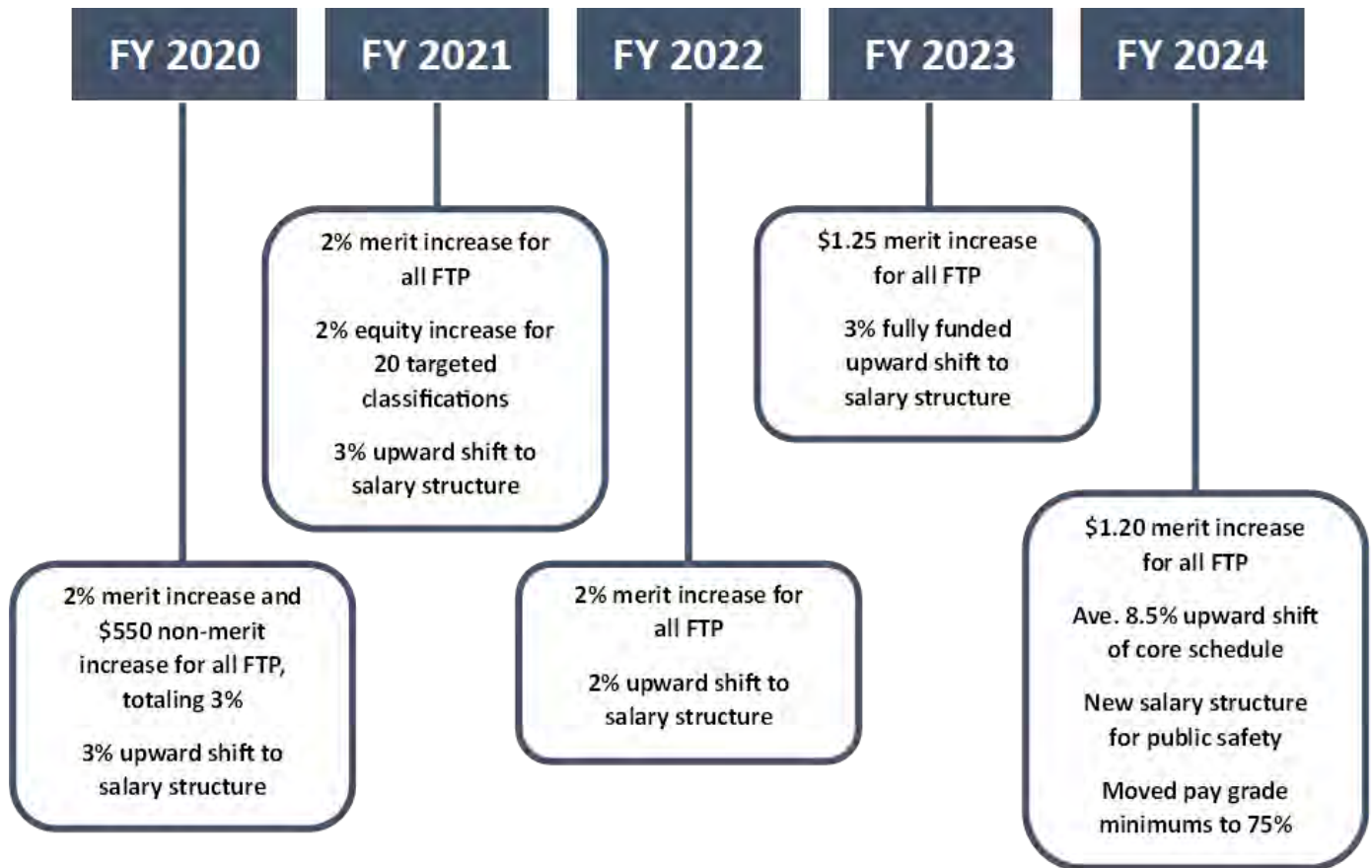
AGENCY NAME	AVERAGE INCREASE PERCENTAGE	AVERAGE DOLLAR INCREASE	DATE IMPLEMENTED
STATE AVERAGE	5.24%	\$1.46	
Attorney General	7.24%	\$2.78	5/28/2023
Brand Inspector	5.84%	\$1.15	5/14/2023
Commission for Blind & Visual Impaired	4.73%	\$1.24	4/16/2023
Commission of Pardons and Parole	5.47%	\$1.29	5/28/2023
Correctional Industries	6.32%	\$1.70	5/14/2023
Dept. of Agriculture	5.00%	\$1.32	4/30/2023
Dept. of Commerce	4.18%	\$1.42	5/14/2023
Dept. of Correction	4.35%	\$1.28	3/27/2023
Dept. of Environmental Quality	3.59%	\$1.22	4/2/2023
Dept. of Finance	4.91%	\$1.88	4/16/2023
Dept. of Fish & Game	3.99%	\$1.22	4/2/2023
Dept. of Insurance	5.74%	\$1.53	4/30/2023
Dept. of Labor	7.63%	\$2.11	4/2/2023
Dept. of Lands	4.39%	\$1.24	5/14/2023
Dept. of Parks & Recreation	5.26%	\$1.25	4/30/2023
Dept. of Administration	3.41%	\$0.96	4/30/2023
Dept. of Health & Welfare	5.99%	\$1.62	4/2/2023
Dept. of Water Resources	6.09%	\$1.95	5/14/2023
Div. of Financial Management	3.34%	\$1.26	4/30/2023
Div. of Human Resources	3.56%	\$1.35	4/30/2023
Div. of Veterans Services	5.46%	\$1.42	4/30/2023
Div. of Occupational & Prof. Licenses	5.00%	\$1.41	4/30/2023
Endowment Fund Investment Board	7.88%	\$2.92	4/16/2023
Idaho Commission for Libraries	4.59%	\$1.35	4/2/2023
Idaho Commission on Aging	5.69%	\$1.70	5/14/2023
Idaho Public Television	4.85%	\$1.26	5/14/2023
Idaho State Lottery	5.21%	\$1.26	4/2/2023
Idaho State Police	4.47%	\$1.39	4/2/2023
Idaho Transportation Dept.	4.75%	\$1.26	4/3/2023
Industrial Commission	5.91%	\$1.56	4/2/2023
Judicial Branch	9.45%	\$2.89	5/1/2023
Juvenile Corrections	4.70%	\$1.24	4/2/2023
Lava Hot Springs Foundation	15.55%	\$1.93	5/19/2023
Legislative Services	7.21%	\$2.58	4/2/2023
Lewis-Clark State College	10.83%	\$1.61	5/1/2023
Military Division	3.27%	\$0.81	4/2/2023
Office of Board of Education	3.40%	\$1.19	5/14/2023
Office of Drug Policy	4.56%	\$1.28	5/14/2023

Average FY24 Salary Increase Continued

AGENCY NAME	AVERAGE INCREASE PERCENTAGE	AVERAGE DOLLAR INCREASE	DATE IMPLEMENTED
Office of Energy and Mineral Resources	6.25%	\$1.90	4/16/2023
Office of Information Technology Services	3.51%	\$1.29	4/2/2023
Office of Performance Evaluations	3.89%	\$1.57	4/16/2023
Office of Species Conservation	5.19%	\$1.64	4/2/2023
Office of the Governor	4.01%	\$1.67	4/30/2023
Public Employee Retirement System of Idaho	5.46%	\$1.37	4/30/2023
Public Charter School Commission	4.25%	\$1.18	4/2/2023
Public Utilities Commission	4.08%	\$1.33	4/16/2023
Secretary of State	5.16%	\$1.39	5/28/2023
Senate	4.26%	\$1.20	4/2/2023
Soil and Water Conservation Commission	4.07%	\$1.22	4/2/2023
State Appellate Public Defender	7.69%	\$3.00	5/28/2023
State Board of Tax Appeals	5.82%	\$1.58	4/2/2023
State Controller	4.07%	\$1.23	4/16/2023
State Historical Society	5.64%	\$1.20	4/30/2023
State Liquor Division	6.17%	\$1.17	4/16/2023
State Public Defense Commission	4.59%	\$1.68	5/28/2023
State Tax Commission	5.34%	\$1.35	4/2/2023
State Treasurer	4.09%	\$1.28	5/28/2023
Superintendent of Public Instruction	4.02%	\$1.20	4/2/2023
Vocational Rehabilitation	4.90%	\$1.27	4/13/2023
Workforce Development Council	5.98%	\$1.71	5/28/2023

APPENDIX I: 5-YEAR HISTORY OF CEC

5-YEAR CEC HISTORY OVERVIEW



DETAILED 5-YEAR CEC HISTORY

FISCAL YEAR	DHR RECOMMENDATION	EXECUTIVE BUDGET RECOMMENDATION	LEGISLATIVE ACTION
FY 24	<p><u>DHR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • Fund a 4% merit-based increase for all permanent positions; • Fund a 6% equity adjustment (in addition to the recommended merit) for public safety positions assigned to the new Public Safety Salary Structure implemented by DHR in 2023; • Fund the cost to move employees falling below their new pay grade minimum for positions assigned to the Core Salary Structure implemented by DHR in 2023. 	<p><u>THE GOVERNOR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • Fund 3% merit-based increase for all permanent positions • A 2% fully funded upwards shift of the salary structure; • Continuation of jobs on payline exception; • Maintenance of the current appropriated amount for health insurance per eligible full-time FTP. <p><u>THE LEGISLATURE’S JOINT CEC COMMITTEE RECOMMENDED:</u></p> <ul style="list-style-type: none"> • A 3% shift to the salary structure for classified employees; • Maintain all jobs on payline exception; • Funding of up to \$1.25 per hour for permanent employees based on merit; • Maintain the current employee benefit package. 	<p><u>THE LEGISLATURE AUTHORIZED AND FUNDED:</u></p> <ul style="list-style-type: none"> • \$1.20 per hour increase for all permanent employees to be distributed on the basis of merit at the discretion of agency heads and institution presidents, with the flexibility to distribute funding for recruitment and retention purposes in hard-to-fill and hard-to-retain positions; • An upward shift of the core compensation schedule by an average of 8.5% with the exception of the minimum wage in pay grade D; • An additional salary structure for public safety positions; • Moved pay grade minimums to 75% and maintaining the maximum of 150%. • Maintained current employee benefit package for FY23 with an increase to appropriation for the employer share of health benefits, for an increase of \$845 per FTP for health insurance.
FY 23	<p><u>DHR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • Fund 5% total CEC for permanent positions, increasing the current salary structure by 2% fully funding all employee market adjustment for FY23; • Continuation of job classifications on pay line exception; • Budget at least a 3% merit-based salary increase; • Maintain funding for the employer cost of group insurance and retirement benefits; 	<p><u>THE GOVERNOR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • Fund 3% merit increase for permanent state employees; • A 2% fully funded 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. <p><u>THE LEGISLATURE’S JOINT CEC COMMITTEE RECOMMENDED:</u></p> <ul style="list-style-type: none"> • A 3% shift to the salary structure for classified employees; • A3% salary increase to all permanent positions; • Funding of \$1.25 per hour for permanent employees based on merit. 	<p><u>THE LEGISLATURE AUTHORIZED AND FUNDED:</u></p> <ul style="list-style-type: none"> • A 3% shift to the salary structure for classified employees; • A 3% salary increase to all permanent positions; • A \$1.25 per hour for permanent employees based on merit; • Continuation of jobs on pay line exception; • Maintain current employee health insurance benefit package with no significant changes in plan design; • Appropriation levels for FY23 increased from \$11,650 to \$12,500 per FTP, and a one-year holiday for employers that contribute to the PERSI-managed sick leave plan.

Detailed 5-Year CEC History Continued

FISCAL YEAR	DHR RECOMMENDATION	EXECUTIVE BUDGET RECOMMENDATION	LEGISLATIVE ACTION
FY 22	<p><u>DHR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • Increase 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; • Maintain funding for the employer cost of group insurance and retirement benefits. 	<p><u>THE GOVERNOR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • A 2% merit increase for permanent state employees; • A 2% 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. <p><u>THE LEGISLATURE’S JOINT CEC COMMITTEE RECOMMENDED:</u></p> <ul style="list-style-type: none"> • The governor’s recommendation. 	<p><u>THE LEGISLATURE AUTHORIZED AND FUNDED:</u></p> <ul style="list-style-type: none"> • A 2% merit increase for all permanent employees; • A 2% upwards shift of the compensation schedule; • 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	<p><u>DHR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • 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; • Maintain funding for the employer cost of group insurance and retirement benefits. 	<p><u>THE GOVERNOR RECOMMENDED:</u></p> <ul style="list-style-type: none"> • 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; • A reduction to funding equivalent to reducing the sick leave rate from 0.65% to 0.0%. <p><u>THE LEGISLATURE’S JOINT CEC COMMITTEE RECOMMENDED:</u></p> <ul style="list-style-type: none"> • 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. 	<p><u>THE LEGISLATURE AUTHORIZED AND FUNDED:</u></p> <ul style="list-style-type: none"> • A 2% merit increase for all permanent employees; • 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; • Continuation of jobs on pay line exception; • 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%.

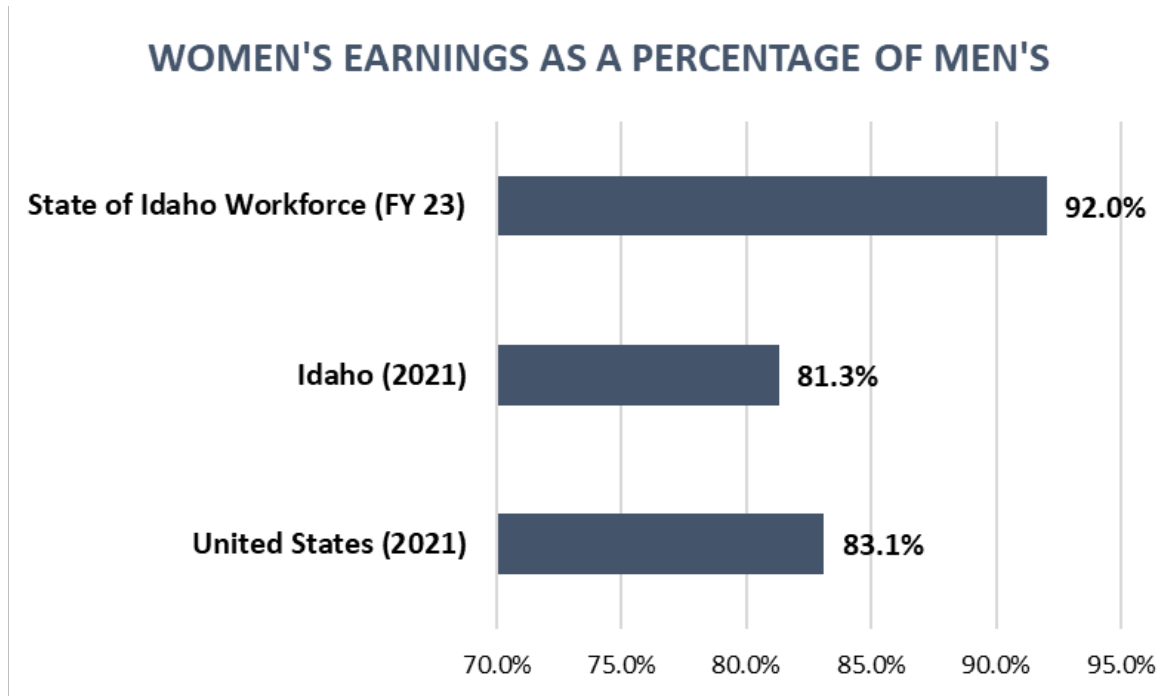
Detailed 5-Year CEC History Continued

FISCAL YEAR	DHR RECOMMENDATION	EXECUTIVE BUDGET RECOMMENDATION	LEGISLATIVE ACTION
FY 20	<p><u>DHR RECOMMENDED:</u></p> <ul style="list-style-type: none"> 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; Maintain funding for the employer cost of group insurance and retirement benefits. 	<p><u>THE GOVERNOR RECOMMENDED:</u></p> <ul style="list-style-type: none"> A 3% merit increase for permanent state employees; A 2% upwards shift of the compensation schedule; Continuation of jobs on pay line exception; Maintenance of the current employee benefit structure, specifically the employee and employer contribution amounts. <p><u>THE LEGISLATURE’S JOINT CEC COMMITTEE RECOMMENDED:</u></p> <ul style="list-style-type: none"> 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. 	<p><u>THE LEGISLATURE AUTHORIZED AND FUNDED:</u></p> <ul style="list-style-type: none"> 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; Continuation of jobs on pay line exception; Maintain the benefit funding at its current level.

APPENDIX J: EQUAL PAY DATA

The following chart compares the State of Idaho's current workforce against national and state averages.

The State's full-time female workforce currently earns 92% of what the male workforce earns. This earnings comparison is on a broad level and does not account for many factors that can be important in explaining earnings differences, such as job skills and responsibilities, work experience, and specialization. In 2021, females earned 83.1% of males nationwide and 81.3% in Idaho, according to the U.S. Bureau of Labor Statistics.²⁶



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.

²⁶ "Highlights of women's earnings in 2021," March 2023, U.S. Bureau of Labor Statistics: <https://www.bls.gov/opub/reports/womens-earnings/2021/>

HISTORY OF SALARY SAVINGS

In January 2015, the Joint Legislative Oversight Committee (JLOC) asked the Office of Performance Evaluations (OPE) to quantify the extent to which agencies use salary savings as a compensation tool. Their [report](#) concluded the average estimated salary savings was 10.5% of total personnel appropriations for fiscal years 2006-2014. The report also found that agencies have the discretion to award targeted increases to employees; distribution of salary savings is inequitable based on variable turnover rates and the lack of uniformity in the way agencies budget for personnel costs; agencies that adhere to their budgets have little or no salary savings; and agencies cannot rely on salary savings for long-term planning.

The OPE report also provided several policy considerations, such as integration of statewide data systems to more precisely monitor and measure salary savings; incorporating additional funds for overtime and leave balance payouts in agency budgets; reviewing legislative intent in Idaho Code to ensure it aligns with today's legislative priorities; and additional funding strategies to address employee compensation needs.

During the 2021 Legislative Session, the Idaho Legislature passed Senate Bill 1051 amending Idaho Code §67-5309C(2) to include a requirement for DHR to report on the total amount of salary savings realized in the previous budget year and 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.

SOURCES OF SALARY SAVINGS

Salary savings provides a way to fund targeted employee compensation increases, especially in years when the Legislature does not appropriate a change in employee compensation (CEC). In years where no CEC was appropriated, on average, 11 percent of employees received ongoing salary increases for performance or market reasons and less than 1 percent of employees received one-time pay increases.

- Variation in salary savings creates challenges for agencies when planning for personnel expenditures. Because savings is heavily dependent on turnover and personnel appropriations, agencies may generate and use a large amount of savings in one year, and in the next year, they may generate none.

Salary savings are 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 Salary Savings: generated during the time it takes to refill a position following a separation.

- *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 are generated when a position is filled at a lower salary.*
- Ongoing Salary Savings: generated when a position is filled at a lower salary.
 - *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.*

USES FOR SALARY SAVINGS

Salary Savings are an important tool that allows for flexibility during the fiscal year for unplanned expenses, such as:

- Hiring temporary employees due to unplanned projects or high turnover/vacancy rates;
- Paying for vacation payouts and overtime expenses;
- Providing temporary pay increases or performance bonuses for employees taking on additional responsibilities;
- Providing permanent merit increases to employees due to pay premiums in the market; and/or,
- Transferring to operating or capital outlay, as needed, to pay for expenses not otherwise budgeted for.

Salary savings are primarily connected to turnover and personnel appropriation so 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.

FISCAL YEAR 2023 SALARY SAVINGS

To meet the requirements of Idaho Code §67-5309C(2), DHR worked with the State Controller's Office (SCO) to develop an overall report for agency personnel costs, expenditures, reversions, and savings.

During FY2023, the State appropriated \$1.365 billion²⁷ in personnel costs (all fund sources) to agencies for employees' total compensation (base salary plus benefits). Of that, \$1.24 billion was utilized for personnel expenditures and \$125 million was either transferred out of personnel (into operating or capital outlay), reverted to its original fund source (general, dedicated or federal) or reappropriated. Of the \$1.365 billion total in personnel costs, \$554 million (27%) were general funds and the rest were

²⁷ The \$1.365 billion in personnel costs does not include Higher Ed funds that go to the institutions and the Public Health Districts have been excluded.

federal or dedicated. Of the \$554 million in general funds, \$23 million were transferred to operating or capital outlay and \$10.4 million were reverted to the general fund.

Column M of the report is the total FY2024 CEC appropriation amount; Column N estimates the cost of the FY2024 CEC implementation and any other pay increases; and Column O is the difference between the two. Column O attempts to demonstrate where salary savings may have been generated or utilized to implement CEC; however, there are several variables that could affect the totals, such as when an agency implements their CEC, (some may do it early, some implement on the first pay period in July, and others may implement later in the year). Other variables could include the amount of pay increase amounts given throughout the year, such as for internal or external market pay equities, or a particular agency may have several employees impacted by a Payline movement upwards.

The detailed report can be found here: <https://dhr.idaho.gov/fy2023-salary-savings-report/>

The Salary Savings Report provides a high-level overview of agency personnel appropriations and expenditures. However, to fully understand an agency's budget, it is recommended to consult directly with the agency as there may be unaccounted for expenses in this report (such as if an agency used personnel appropriations to hire temporary employees at a higher rate of pay than previously budgeted for).

During Fiscal Year 2023, the State spent \$48 million in unbudgeted expenses, including: overtime, vacation pay outs, shift differential, on-call, regular hours held (law enforcement leave accrual payout), bonuses and the June health/dental insurance premium holiday using salary savings.

For the FY2024 Change in Employee Compensation (CEC) implementation, state agencies were encouraged by DHR prior to July 1, 2023, if they were budgetarily able to do so in anticipation of the implementation of the State's new Enterprise Resource Planning (ERP) system, Luma. The agencies listed in Appendix H of this report were able to early-implement the FY2024 Change in Employee Compensation (CEC) due to salary savings, which allowed state agency human resources and fiscal employees to focus on the system implementation rather than data-entering pay increases at that time.

