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**REPORT TO THE GOVERNOR**  
**FY 2020 Change in Employee Compensation & Benefits Report**

*Submitted by Susan E. Buxton, DHR Administrator*





Photo taken by Michelle Peugh, HR Specialist Senior,  
Idaho Division of Human Resources

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## EXECUTIVE SUMMARY

As Idaho's private and public employers seek to attract and retain qualified and dedicated employees, the State of Idaho (the "State") must establish a competitive compensation plan to meet state statutory requirements. Idaho's robust economy finds private and other public sector employers, including the State, competing to recruit and retain employees. The State has and continues to seek employees with skill sets that foster good, efficient government. Good government starts with employees who see their jobs as bettering both government and the private sector to establish a positive business climate statewide.

The State's compensation plan appears to have stabilized at 12% below market in both 2017 and 2018. This means the state is no longer losing ground relative to the market for total compensation. The commitment of the Governor and the State Legislature to steadily increase total compensation since the economic downturn has helped to maintain the state total compensation in many key areas.<sup>1</sup>

Milliman, Inc. conducted the State of Idaho Custom Salary Survey ("Custom Survey") for a second consecutive year. The 2018 Custom Survey found that state employees' actual salaries are approximately "8% below the actual salaries in the market."<sup>2</sup> The Korn Ferry 2018 Total Compensation Report ("KF 2018 Report") found the market deficit is 10.7% when compared with the public sector and 12.4% when compared to the private sector.<sup>3</sup> During the 2018 Legislative Session, Governor Otter and the Legislature increased the salary structure by 3%, approved payline exceptions for job classifications for FY 2019, increased employee salaries by 3% based on the State's merit-based pay statutes, and maintained the State's employee benefits package funding.

As seen in the October 2018 Idaho Economic Forecast 2018-2022,<sup>4</sup> the unemployment rate in Idaho is at a record low of 2.7%. This statistic reveals an Idaho economy at or very near full employment. The Executive and Legislative branches' good governance has resulted in a thriving state economy creating competition for qualified and effective workforces in all market sectors. The healthy job market in Idaho continues to present challenges to state government which needs skilled, experienced, and dedicated employees to properly undertake its government functions.

For the reasons set forth below, the Idaho Division of Human Resources ("DHR") recommends the following to the Governor and the Legislature: (a) increase the salary structure by 2% to continue toward the market average; (b) continue current payline exceptions for those job classifications which target specific recruitment and retention situations; (c) increase the merit-based salary component by 3%; and (d) maintain the same funding levels and percentages for employee benefits, which are a key component to the competitiveness of the State's total compensation.<sup>5</sup>

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<sup>1</sup> Five Year Synopsis of State CEC Increases FY 15-19, Appendix B.

<sup>2</sup> Milliman State of Idaho Custom Salary Survey, Appendix E.

<sup>3</sup> KF 2018 Total Compensation Report, Appendix F.

<sup>4</sup> Full report available at [www.dfm.idaho.gov](http://www.dfm.idaho.gov).

<sup>5</sup> Employee Reward Survey, Appendix C.

## PURPOSE OF REPORT

DHR conducts annual surveys and reports<sup>6</sup> to provide workforce data and total compensation analysis to the Governor and the Legislature for their consideration. The CEC report provides recommendations to the salary structure, specific occupational inequities, merit increases, and employee benefit packages.

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

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

- (1) It is hereby declared to be the intent of the Legislature of the State of Idaho that the goal of a total compensation system for state employees shall be to fund a competitive employee compensation and benefit package that will attract qualified applicants to the workforce; retain employees who have a commitment to public service excellence; motivate employees to maintain high standards of productivity; and reward employees for outstanding performance.
- (2) The foundation for this philosophy recognizes that state government is a service enterprise in which the state work force provides the most critical role for Idaho citizens. Maintaining a competitive compensation system is an integral, necessary and expected cost of providing the delivery of state services and is based on the following compensation standards:
  - (a) The state's overall compensation system, which includes both a salary and a benefit component, when taken as a whole, shall be competitive with relevant labor market averages.
  - (b) Advancement in pay shall be based on job performance and market changes.
  - (c) Pay for performance shall provide faster salary advancement for higher performers based on a merit increase matrix developed by the Division of Human Resources.
  - (d) All employees below the state's market average in a salary range who are meeting expectations in the performance of their jobs shall move through the pay range toward the market average.
- (3) It is hereby declared to be legislative intent that regardless of specific budgetary conditions from year to year, it is vital to fund necessary compensation adjustments each year to maintain market competitiveness in the compensation system. In order to provide this funding commitment in difficult fiscal conditions, it may be necessary to increase revenues, or to prioritize and eliminate certain functions or programs in state government, or to reduce the overall number of state employees in a given year, or any combination of such methods.

### State Job Evaluations

The job evaluation process is a necessary component for objective salary survey participation and analysis. Job evaluation review is a systematic way of determining the job classification's value

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<sup>6</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix G.

or worth in relation to other jobs in the organization. In job evaluation, the worth of a job is calculated whereas in performance evaluation, the worth of an employee is rated. The process objectively and accurately defines the duties, responsibilities, tasks, and authority levels of a job. This approach aligns the functions of a job into the appropriate job classification and the related pay grade within the State's compensation structure and is comparable to other organizations participating in salary surveys.

When DHR participates in salary surveys, the job comparisons are based on job classifications that have a consistent set of responsibilities from one organization to another. These jobs are referred to as "benchmark" jobs. A benchmark job compares salaries and benefits to the same or very similar job classification in other organizations to obtain the best data. It is critical the job evaluation methodology applied is consistent and accepted nationally.

## Compensation Plan

The Idaho Compensation Plan<sup>7</sup> provides employee compensation guidance for the State. The plan directs DHR to establish benchmark job classifications and pay grades by utilizing the Hay profile method and market data. Department directors and agency heads are responsible for preparing compensation plans which correlate with the agency budget to support the core mission of their department. Advancement pay is based on employee performance levels. Evaluation of an employee's performance level shall be completed at least annually by the DHR approved process. Neither cost of living adjustments nor longevity raises are contemplated in the State's merit-based compensation statute.

## Compensation Structure

The State of Idaho's compensation or "pay" structure establishes salary ranges for all job classifications comparable to public and private employers. Idaho's salary structure consists of 19 pay grades with minimum, policy, and maximum rates.<sup>8</sup> The breadth of pay grades allows for variations in compensation due to market factors, experience, performance, job complexity, and compensation philosophy within state agencies.

The policy rate within each pay range is intended to represent the "midpoint market average."<sup>9</sup> Merit pay increases must consider an employee's proximity to the policy rate. The policy rate should reflect the market average and be adjusted periodically for the State's salary structure to keep pace with the external market. Adjustments within the market competitive salary structure are requested to address external competitiveness and internal fairness. Idaho's 2018 total compensation analysis demonstrates that the current policy rates are no longer at the market average but are 7.2% below the public sector and 21.6% below the private sector market average. The 3% increases to the pay structure over the last two fiscal years have resulted in a positive move closer to market average, particularly compared to the public sector.

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<sup>7</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix J.

<sup>8</sup> FY 2019 Salary Structure, Appendix L.

<sup>9</sup> §67-5309B Idaho Compensation Plan, Idaho Code, Appendix J.

The State looks at the analysis of compa-ratio<sup>10</sup> as a standard of measurement within the compensation plans. Currently, full-time positions are funded at a fraction of compa-ratio (depending on agency, the average is 80% of compa-ratio). By adjusting the policy rate closer to the average market rate, compa-ratios would better reflect the compensation policy and the ability for agencies to move employees closer to the average market rate. Since Idaho’s policy pay rate<sup>11</sup> is not at the market average, the State’s compa-ratio provides an outdated comparison to other state jobs.

In October 2018, the classified statewide average compa-ratio remained at 88.9% with a weighted average classified hourly pay rate of \$22.73. In the previous year, October 2017, the classified statewide average compa-ratio was also 88.9% with a weighted average classified hourly rate of \$21.87. The table below reflects classified employees weighted average wage, weighted average policy pay rate, and the weighted average compa-ratio over the past five years. Because these averages are assigned different weights based on incumbent numbers, it is not always possible to accurately calculate the weighted average compa-ratio each year by dividing the average pay rate by the average policy rate. This data is automatically calculated in an IBIS report utilizing payroll data from the State Controller’s Office for classified employees only.

<b>Fiscal Year</b>	<b>Classified Employees</b>	<b>Weighted Average Pay Rate</b>	<b>Weighted Average Policy Pay Rate</b>	<b>Weighted Average Compa-Ratio</b>
<b>2018</b>	12,931	\$22.73	\$25.39	88.9%
<b>2017</b>	13,069	\$21.87	\$24.41	88.9%
<b>2016</b>	13,080	\$21.17	\$23.51	89.6%
<b>2015</b>	12,930	\$20.55	\$23.46	87.1%
<b>2014</b>	12,888	\$19.86	\$23.37	85.0%

The higher weighted average pay rate in October 2018 reflects the positive impact of last year’s merit increase and increase to the pay structure. This is a direct result of consistent employee compensation increases recommended by the Governor and approved by the State Legislature.

## **Performance Management**

The State of Idaho Compensation Philosophy<sup>12</sup> calls for performance-based increases and adjustments based on market changes. To better evaluate merit-based performance, DHR provides statewide performance management training for supervisors as a component of the DHR Supervisory Academy. A web-based employee evaluation system, I-PERFORM, is available statewide for agency supervisors to create evaluations and track employee performance. Performance is intended to be priority driven by the evaluation of accountability, goals, and deliverables set jointly by the supervisor and the employee. The goals should be reviewed with employees periodically throughout the year. The employee’s completed performance evaluation

<sup>10</sup> “Compa-ratio” is the relationship between an employee’s salary and the policy pay rate of the job. See Glossary, Appendix A.

<sup>11</sup> “Policy” is the salary relative to the external labor market (public and private sector) as determined by salary surveys of benchmark jobs.

<sup>12</sup>§67-5309A State Employee Compensation Philosophy, Idaho Code (See pages 6-7 of this report where this statute is quotes in its entirety).

should also be discussed with the employee prior to finalization. DHR is working with state agencies and supervisors to reinforce best practices in the compilation and delivery of performance evaluations to ensure the evaluation accurately reflects employee performance.

State employees are rated on four statewide expectations established by the Governor: Promoting Responsible Government, Professionalism, Customer Focus, and Leadership. The State uses four levels of ratings within these expectations: Exemplary, Solid Sustained, Achieves, and Does Not Achieve. Once the evaluation is reviewed and approved by the reviewer, supervisor and employee, the required employee information is electronically submitted to the State Controller's Office for record retention. This transmission eliminates the need for manual data entry of this information, minimizes errors, and provides expedient updated information to the employee's performance evaluation record. Although most state agencies have transitioned to I-PERFORM, there are a few agencies that have not made the transition. DHR continues to address the evaluation process with those specific agencies while working toward full participation by all state agencies.

### State Specific Occupational Inequity - Payline Exception Review

The payline exception report identifies classifications requested by state agencies and approved by the DHR administrator for temporary assignment to a higher pay grade. These positions have been identified as hard to fill and retain due to market salary deficits. Ensuring the State's job evaluation process is followed, DHR assists agencies in the analysis of hard to fill/ retain classifications which promotes a statewide consistent approach. The positions on payline exception are reviewed annually by DHR.<sup>13</sup>

### TOTAL COMPENSATION

Total compensation includes all forms of compensation and benefits. Cash compensation includes base salary, while benefits include: medical; paid time off (vacation, sick, and holidays); retirement; social security; life insurance; workers' compensation insurance; and unemployment insurance. Since the benefit costs are based on the annual salary of an employee, the variable costs (all benefits excluding health insurance) will increase as the employee's salary increases.<sup>14</sup> On average, the State contributes more than 40% of an employee's annual salary toward benefit plans. For example, an employee earning the state average wage of \$22.73 an hour has a total compensation of \$34.06 an hour (49.8% in addition to earned wages).<sup>15</sup> An employee earning \$32.73 an hour has a total compensation of \$46.09 an hour (40.8% in addition to earned wages). In aggregate, Idaho's actual pay mix is 57.1% salary and 42.9% benefits when compared to the private sector (for a total remuneration lag of 13%) and a pay mix of 58.7% salary and 41.3% benefits when compared to the public sector (for a total remuneration lag of 9%).

State employee benefits are managed by the Department of Administration, Office of Group Insurance and retirement benefits are managed by the Public Employee Retirement System of

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<sup>13</sup> Payline Exception/Specific Occupational Inequities, Appendix K.

<sup>14</sup> A Total Compensation analysis is provided for each employee by login through the State Controller Office's website at [www.sco.idaho.gov](http://www.sco.idaho.gov). This report itemizes the "real-time" amount the State pays for each employee's cash compensation and benefits.

<sup>15</sup> Sample State Employee Total Compensation Breakdown, Appendix M.

Idaho (“PERSI”).

## Office of Group Insurance

Health coverage, life insurance, disability, and other benefits for state employees are managed by the Department of Administration, Office of Group Insurance. Benefits, along with pay and retirement, are important components of employee total compensation. The State of Idaho offers a competitive benefits package for employees of state agencies, political subdivisions, universities and colleges which include: medical and dental insurance; vision benefit; Employee Assistance Program (“EAP”); basic and voluntary term life insurances; disability coverage, and; Flexible Spending Accounts (“FSA”). For those employees who want additional life insurance coverages for themselves and their families, Voluntary Term Life Insurance allows employees to purchase 1x, 2x or 3x their annual salaries’ worth of coverage as well as purchase spouse and child coverages (maximums apply).

All employees of the Group Insurance program’s participating entities receive, as part of their employment, employer-paid Basic Life Insurance for their eligible dependents as well as Accidental Death and Dismemberment (“AD&D”) coverage. The Basic Life policy also includes short and long-term disability which can provide a source of continuing income and/or continued access to group insurance coverages for a period following a disabling illness or injury. In addition to those employer-sponsored plans, employees may choose to participate in the medical and dental insurance with the ability to have premiums deducted on a pre-tax basis, to purchase additional voluntary term life insurance, or take part in flexible spending accounts.

Medical insurance is the most significant dollar value program from the Office of Group Insurance with an FY 2019 projected cost of \$303 million dollars covering over 47,000 lives. Premiums for medical insurance are shared by the employer and the over 18,700 employees enrolled for coverage. The employee’s share of medical premiums is based on the plan type and number of eligible family members they enroll for coverage.

At enrollment, employees have the 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. The vast majority of all employees elect the PPO plan.

All benefit-eligible employees and their eligible dependents have access to the EAP which is included in each medical plan to provide up to five (5) visits per person per plan year of confidential, short-term counseling with no copayment required.

FSA is a tax-advantaged benefit that allows employees to pay for eligible Health Care (“HCFSA”) or Day Care (“DCFSA”) expenses with pre-tax dollars. Employees do not have to be enrolled in any other health benefit plan to participate in flexible spending.

The State has continued to maintain its grandfathered status under the Affordable Care Act and shifted no additional costs to employees in FY 2019.

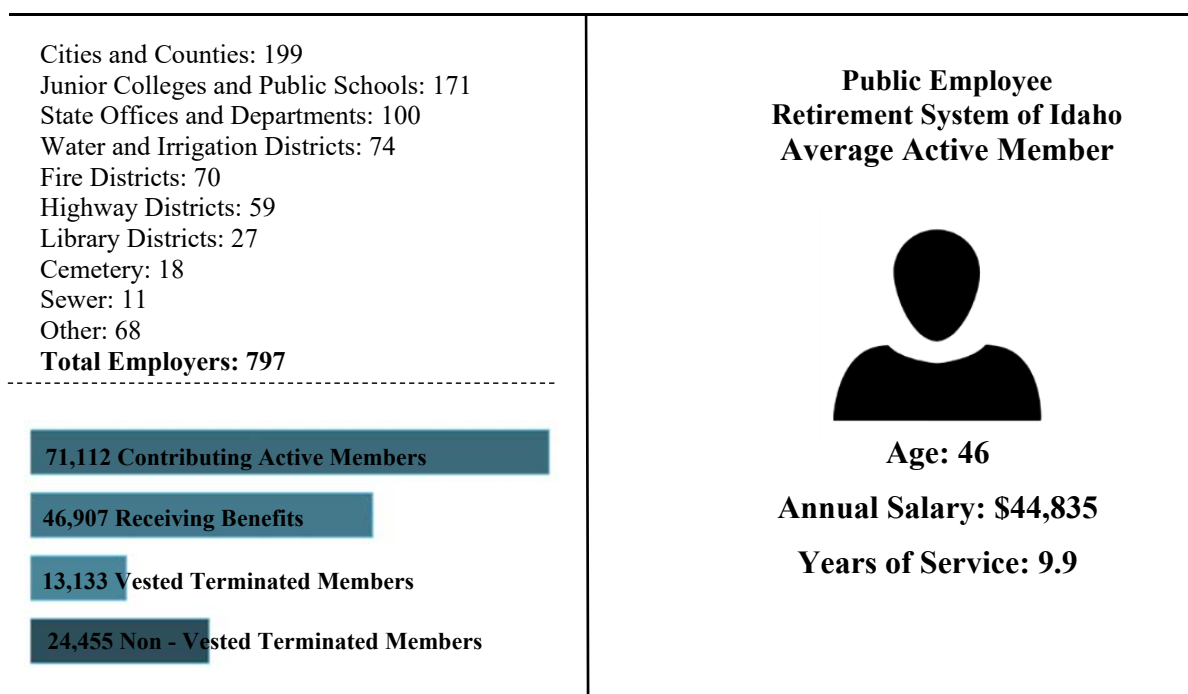


## Public Employee Retirement System of Idaho

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

Since then, PERSI has provided a Defined Benefit ("DB") plan<sup>16</sup> designed to provide secure, long-term retirement benefits for career public service employees. PERSI funds are separate from all public monies or funds of the State.

Funding comes from three sources: contributions from employees, employers, and investment income. As of June 30, 2018, there were 797 contributing employers with a total of 155,607 members. Additional information is illustrated in the chart below:



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

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

<sup>16</sup> Defined Benefit Plan is a type of pension plan in which an employer/sponsor promises a specified monthly benefit on retirement that is predetermined by a formula based on the employee's earnings history, and tenure of service and age, rather than depending directly on individual investment returns.

At the October 2018 Board meeting, the Chairman and Trustees approved the annual actuarial valuation of the system for fiscal year 2018, which ended June 30, 2018.

The fund was valued at \$17.4 billion, had an amortization period of 16.6 years, and a funding ratio of 91.2%.

The funding ratio is the present value of the projected benefits earned by employees and is lower than the 25-year maximum permitted under Idaho Code §59-1322 Employer Contributions—Amounts—Rates—Amortization.<sup>17</sup>

The contribution rate for PERSI general members was 6.79% and 11.32% for employers. Public safety members' contribution rate was 8.36% and 11.66% for employers.

PERSI reported to DHR that during October's meeting, the Board, gave strong consideration to postponing the contribution rate increase, but determined that it would be in the best interest of the fund to allow the previously postponed rate increase to go into effect. The proposed 1% total contribution rate increase for employers and employees will be implemented July 1, 2019.

The new contribution rates for general members will be 7.16% and 11.94% for employers. Public safety members' new contribution rate will be 8.81% and 12.28% for employers. The retirement plan continues to be a significant component to the State employees' total compensation.

## Annual Salary Surveys

DHR participates in several annual salary surveys.<sup>18</sup> These salary surveys provide the opportunity to compare the State's salary structure and actual salaries with comparator markets to assess the State's competitive position within relevant labor markets. Job classifications are reviewed and compared to benchmark jobs<sup>19</sup> to determine how the similar jobs are represented through comparative analyses. Survey data is shared among participants to better ensure objectivity and consistency.

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

Idaho was the host state for the 2018 NCASG Annual Conference. DHR hosted the conference in Boise from September 30<sup>th</sup> to October 3<sup>rd</sup>. The conference provided a forum for compensation professionals from member states to exchange information, professional expertise, and knowledge related to the compensation of state government employees. Twenty-five (25) states were

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<sup>17</sup> §59-1322 Employer Contributions—Amounts—Rates—Amortization, Idaho Code, Appendix N.

<sup>18</sup> §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code, Appendix G.

<sup>19</sup> "Benchmark job" is a job with a standard and consistent set of responsibilities from one organization to another and for which data is available in valid and reliable salary surveys.

represented at the conference. Compensation professionals from several Idaho state agencies also attended. The conference agenda included panels and presentations from subject matter experts (“SMEs”) from Idaho and other state governments. Keynote speakers included Economist John Mitchell, former professor at Boise State University now residing in Northern Idaho, as well as Samia Islam, Ph.D., Associate Professor of Economics at Boise State University.

## Total Compensation Employee Opinion Survey

On behalf of Governor C.L. “Butch” Otter, 18,954 benefits-eligible state employees were invited to participate in the State of Idaho’s Total Compensation Employee Benefits survey (“Employee Survey”). The Office of the Governor, with support from DHR, partnered with Korn Ferry (“KF”), an expert in total compensation analysis and strategy to develop a survey to solicit feedback from state employees. The Employee Survey sought feedback on potential changes being discussed by the Legislature’s Interim Committee on State Employee Group Insurance and Benefits (“Interim Committee”) and how these changes may impact state employees’ healthcare benefits and overall total compensation.

The Employee Survey was administered online and open for responses from Monday, August 27, 2018 to Wednesday, September 12, 2018. Over 65% or 12,354 state employees responded to the survey. Overall, the feedback reflected a lack of desire among employees to change the mix of rewards or the relative weighting of elements within their total compensation packages. Seventy-six percent (76%) of employees were not interested in greater base pay salary at the cost of reduced benefits. Employees also viewed any scenario that shifted away from base salary towards other compensation elements with disfavor. The benefits ranked as “high priority” are: medical/healthcare, Paid Time Off (“PTO”), sick leave, and retirement benefits. Regardless of tenure, pay grade, coverage tier (single or family) or branch of government, the top four highest priority benefits are the same. The non-financial rewards ranked as “high priority” are good work climate, job stability/security, and engaging in interesting and meaningful work.

Fifty-six percent (56%) of employees indicated they would be unlikely to select a High Deductible Health Plan (“HDHP”) with a Health Savings Account (“HSA”) if the State made an annual contribution to the HSA account of \$500 for single coverage (\$2,000 deductible) and \$1,000 for family coverage (\$4,000 deductible). In contrast, 15% of employees responded that they would likely to select a HDHP.

Thirty-three percent (33%) of employees indicated they would be unlikely to select a regional health plan with a narrow network of providers and hospitals for a lower monthly premium. In contrast, 42% of employees responded that they would be likely to select a regional health plan for a lower monthly premium.

Over 10,600 written comments were received which overwhelmingly indicated that employees have a negative view of a significant increase to family health insurance premiums. Employees used terms such as “financial burden” or “stress”, “hardship”, and “detrimental”. Several employees (>1000) indicated they would look for other employment if such a change were implemented, as benefits is a big part of why they work for the state. Additional comments demonstrated that lower pay is generally accepted because of the better benefits. Highlights and

key findings of the Employee Survey<sup>20</sup> and the complete KF Total Rewards Diagnostic Employee Report<sup>21</sup> can be found in the appendix of this report. In addition to being included in the FY 2020 CEC report, these survey results will be presented to the appropriate legislative committees as budgets and legislation are developed over the next year.

### Milliman State of Idaho Custom Compensation Survey

During the 2017 Legislative session, the Change in Employee Compensation Committee and both the Senate and House Commerce and Human Resources Committees were interested in having an additional salary survey targeting Idaho employers. DHR engaged Milliman to conduct a custom survey of a portion of the state’s benchmark positions to provide a local perspective on the competitiveness of the state’s cash compensation during the fall of 2017. Those results reflected, on average, that the state lagged the local labor market by 9%.

DHR partnered with Milliman for a second consecutive year in 2018 to conduct the same custom survey to further provide a local perspective on the competitiveness of the State’s cash compensation. The results of the 2018 Custom Survey reflected, on average, that the State is 92% of the median for the surveyed jobs; in other words, state compensation, on average, is 8% below the base salaries of the survey sample.<sup>22</sup>

The Custom Survey invited over one hundred organizations from both public and private sectors to participate in the survey. Twenty-five (25) organizations, 64% of which were public employers, participated. DHR desires to continue this survey annually to provide more Idaho salary compensation data and to increase participation over time.

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 collected from employers outside Idaho. Geographic adjustments were applied to all non-management jobs from surrounding states to reflect the Idaho state market. Management jobs were not adjusted as they are regionally recruited, and the local market data is relevant and appropriate to aggregate. The chart below illustrates the geographical adjustments applied to non-management jobs in surrounding states:

State	Geographic Adjustment
Montana	+3%
Nevada	-8%
Oregon	-7%
Utah	-4%
Washington	-11%
Wyoming	-2%

The chart identifies the geographic adjustments made for each state based on cost of labor<sup>23</sup>. For

<sup>20</sup> Employee Reward Survey, Appendix C.

<sup>21</sup> KF Total Rewards Diagnostic Employee Report, Appendix D.

<sup>22</sup> Milliman State of Idaho Custom Compensation Survey, Appendix E.

<sup>23</sup> “Cost of labor” refers to the difference in pay or labor market for a job from one location to another.

example, a non-management job in Montana reported at \$30,000 would be compared to the job match in Idaho as \$30,900. A non-management job in Washington reported at \$30,000 would be compared to the job match in Idaho as \$26,700.

Benchmark jobs were selected based on the following four factors: (1) market comparability: jobs that are commonly found in other organizations that are being surveyed; (2) organizational hierarchy: jobs that represent the full range of job size being included in the study, from the smallest job to the largest; (3) employee representation: jobs that represent large numbers of employees whenever possible; and (4) cross-functional representation: jobs that represent all of the functions within the organization, from management to administrative and support positions.

Based on an analysis of the 2017 benchmark data conducted by DHR, the following classifications were added to the 2018 Custom Survey: Building Superintendent; Carpenter; Plumber; Electrician; Chemist, Senior; Forensic Scientist 3; Engineer, Technical 1; and IT Systems Security Analyst, Senior. Six (6) classifications were removed for the 2018 Custom Survey due to insufficient data received in 2017. A total of seventy-five (75) benchmark jobs were included in the Custom Survey representing approximately 4,000 employees within state classifications.

Compensation information collected in the Custom Survey included: job title; level of match; number of incumbents; FLSA status; average annual base pay; and salary range minimum/maximum.

The Custom Survey also gathered additional information related to average base salary increases and average pay structure increases over the last three years. The base salary percentages ranged from 2.2% to 3.0% and the average increases in pay structures ranged from 1.9% to 1.8%.

## **Korn Ferry Total Compensation Report**

DHR contracted with Korn Ferry (“KF”), a global HR consulting firm, to assess the State’s total compensation. The total compensation study conducted by KF is comprehensive in scope, focused broadly on the competitiveness of the State’s salaries and benefits relative to the private and public sector based on a variety of published surveys.<sup>24</sup> This approach provides a comprehensive understanding of the State’s aggregate market position. Because the Milliman Custom Survey and the KF total compensation study have different focuses, some differences are expected. These differences are not an indication of deficiencies or inaccuracies in either study.

The KF analysis compared the value of the total compensation package provided to State employees against similar workforce structures in other states and private companies.<sup>25</sup> The analysis included both the cost and the value of the total compensation (the plan design and different elements provided to the employee) for state employees. This approach provides a holistic view to determine if the State, as an employer, is competitive to the market. KF uses the salary and market data results provided by DHR and Milliman combined with KF data.

When compared to the private sector, Idaho’s aggregate base salary market position has declined

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<sup>24</sup> KF 2018 Total Compensation Report, Appendix F.

<sup>25</sup> IDAPA 15.04.01.070.04 (a-c) Compensation of Employees – Relevant Labor Market.

by 1.7% from 2017 to 2018 to 25.6% below the market average. Idaho’s base salary policy rate is 21.6% below the market average, which is a 1.4% decline from last year. Below market salaries impact the overall value of benefits, resulting in a total compensation market position that is 12.4% below the market average, which is a decline of 0.2% compared to last year.

When compared to the public sector, Idaho’s aggregate base salary market position has improved by 1.2% from 2017 to 2018 which is 12.9% below the market average. Idaho’s base salary policy rate is 7.2% below the market average, which is a 2.7% improvement from last year. Idaho’s total compensation market position is 10.7% below the market average, which is an improvement of 0.2% compared to last year. Idaho’s salary market competitiveness in 2017 and 2018 is illustrated by the following chart:

Cash Area	Idaho vs. Private Sector Market Average		Idaho vs. Public Sector Market Average		Idaho vs. Custom Survey Market Median	
	2017	2018	2017	2018	2017	2018
<b>Actual Base Salaries</b>	-23.9%	-25.6%	-14.1%	-12.9%	-9.0%	-8.7%
<b>Base Salary Policy</b>	-20.2%	-21.6%	-9.9%	-7.2%	N/A	N/A

When compared to the private sector, Idaho’s benefits market competitiveness has declined by 1.5% from 2017 to 2018 at 7.3% above the market average. When compared to the public sector, Idaho’s benefits market competitiveness has lost some ground with a decline of 1.1% from 2017 to 2018 which is 9.6% below the market average. A summary of the State’s market competitiveness in 2017 and 2018 is illustrated by the following chart:

Pay Component	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2017	2018	2017	2018
<b>Salary</b>	-23.9%	-25.6%	-14.1%	-12.9%
<b>Benefits</b>	8.8%	7.3%	-8.5%	-9.6%
<b>Total Compensation</b>	-12.2%	-12.4%	-10.9%	-10.7%

The total compensation market analysis shows the state is losing less ground relative to the market because annual salary and structure increases have been approved and implemented in recent fiscal years. These increases should continue at the same or higher level than previous years. KF’s 2018 salary planning guide continues to show salary structure increases of 2% at the median and merit increase budgets of 3%.



## WORKFORCE DEMOGRAPHICS

The State workforce consists of 25,541<sup>26</sup> employees: 12,912 classified and 12,629 non-classified.<sup>27</sup> A classified employee is any person appointed to or holding a position in any department of the State and that is subject to the provisions of the merit examination, selection, retention, promotion, and dismissal requirements of Title 67, Chapter 53, Idaho Code. Non-classified employees are defined by Title 67, Chapter 53, Idaho Code Section 67-5303.<sup>28</sup> The State’s workforce is present in every county in the state.<sup>29</sup>

### Workforce by Age

The average age of the State’s total workforce (both classified and non-classified) is 45, with 5.5% aged 15 to 24; 66.5% aged 25 to 54; and 28% aged 55 and older. The chart below illustrates the State’s total workforce in further increments sorted by highest population to lowest:

<b>*Age Group</b>	<b>Percentage of Total Workforce</b>
<b>50 - 59</b>	23.9%
<b>40 - 49</b>	23.6%
<b>30 - 39</b>	22.1%
<b>20 - 29</b>	14.0%
<b>60 - 69</b>	13.8%
<b>70 - 79</b>	1.8%
<b>15 - 19</b>	0.7%
<b>80 - 88</b>	0.1%

*\* sorted by highest population to lowest*

In comparison, the average age of the State’s **classified** workforce is also 45, with 3.1% aged 15 to 24; 69.6% aged 25 to 54; and 27.2% aged 55 and older. The classified workforce by age also mirrors the total workforce’s incremental makeup, except for increments 20 to 29 and 60 to 69, which swap positions. The chart below illustrates the State’s classified workforce in further increments sorted by highest population to lowest:

<b>*Age Group</b>	<b>Percentage of Classified Workforce</b>
<b>50 - 59</b>	26.6%
<b>40 - 49</b>	24.7%
<b>30 - 39</b>	23.1%
<b>60 - 69</b>	12.9%
<b>20 - 29</b>	12.0%
<b>70 - 79</b>	0.5%
<b>15 - 19</b>	0.2%
<b>80 - 88</b>	0.01%

*\* sorted by highest population to lowest*

<sup>26</sup> Figures fluctuate throughout the year.

<sup>27</sup> List of Classified and Non-Classified Agencies, Appendix H.

<sup>28</sup> §67-5303 Application to State Employees, Idaho Code, Appendix I.

<sup>29</sup> Workforce Demographics by County, Appendix O.

## Workforce by Gender

According to the United States (“U.S.”) Bureau of Labor Statistics (“BLS”), 54.6% of women and 66% of men were employed within the civilian labor force across the United States in 2017.

The State’s total workforce is comprised of 50.8% female and 49.2% male employees. While the State’s classified workforce is 51.3% female and 48.7% male. The following charts represent the breakdown by pay grades for both female and male employees (total and classified workforces):

TOTAL WORKFORCE			CLASSIFIED WORKFORCE		
Pay Grade	Female	Male	Pay Grade	Female	Male
<b>Non-Classified</b>	49.70%	51.31%	<b>E</b>	1.10%	2.10%
<b>E</b>	0.61%	1.01%	<b>F</b>	1.90%	1.29%
<b>F</b>	0.99%	0.61%	<b>G</b>	7.85%	2.97%
<b>G</b>	4.21%	1.59%	<b>H</b>	15.21%	7.33%
<b>H</b>	7.72%	4.02%	<b>I</b>	17.42%	16.37%
<b>I</b>	8.49%	7.80%	<b>J</b>	12.89%	15.11%
<b>J</b>	6.38%	7.27%	<b>K</b>	10.87%	13.22%
<b>K</b>	5.49%	6.28%	<b>L</b>	16.52%	17.19%
<b>L</b>	8.29%	8.27%	<b>M</b>	10.11%	13.84%
<b>M</b>	4.91%	6.57%	<b>N</b>	3.68%	5.79%
<b>N</b>	1.90%	2.87%	<b>O</b>	1.31%	2.50%
<b>O</b>	0.69%	1.20%	<b>P</b>	1.06%	2.00%
<b>P</b>	0.54%	1.01%	<b>Q</b>	0.03%	0.21%
<b>Q</b>	0.04%	0.12%	<b>R</b>	0.02%	0.03%
<b>R</b>	0.02%	0.04%	<b>V</b>	0.05%	0.05%
<b>V</b>	0.03%	0.03%			

Within the State’s classified workforce, 15 pay grades are currently utilized. The following chart shows those 15 pay grades grouped into three equal sets of five:

Pay Grades	Female	Male
<b>E, F, G, H, I</b>	43.5%	30.1%
<b>J, K, L, M, N</b>	54.1%	65.2%
<b>O, P, Q, R, V</b>	2.5%	4.8%

## Workforce by Race

The State's total workforce is comprised of 84% White (not of Hispanic Origin); 8% American Indian Or Alaskan Native; 5% Hispanic; 2% Asian Or Pacific Islanders; and 1% Black (not of Hispanic Origin).

According to the U.S. BLS, the labor force across the United States in 2017 was comprised of 78% White (not of Hispanic Origin); 13% Black (not of Hispanic Origin); 6% Asian; 1% American Indian Or Alaskan Native; less than 1% Native Hawaiians and Other Pacific Islanders; and people of two or more races made up 2% of the labor force.

## Workforce by Veteran Status

The State's total workforce is comprised of 1,861 veterans, which is 7% of the total workforce. Of the 7%, 6% are male and 1% are female.

## Workforce by Generation

According to the U.S. BLS 2016, five generations are in the U.S. workforce: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z. Although earlier predictions indicated Millennials will dominate the workforce of the future, the generation after the Millennials, Generation Z, made up 25% of the U.S. population, making them a larger cohort than the Baby Boomers or Millennials.<sup>30</sup>

As depicted in the chart below, the total workforce of the State of Idaho reflects 1.24% Traditionalists (born 1933 - 1946); 29.14% Baby Boomers (born 1947 - 1964); 35.27% Generation X (born 1965 - 1979); 34.29% Millennials (born 1980 - 2000); and 0.06% Generation Z (born 2001 - 2015).



While Generation X continues to be the largest generation of the State's workforce, Millennials experienced the largest growth from 2017 to 2018 (within total workforce). When comparing Idaho's generational workforce from 2017 to 2018, there is a 0.63% decline in Traditionalists, a 2.9% decline in Baby Boomers, a 0.18% decline in Generation X, a 3.67% increase in Millennials, and a 0.04% increase in Generation Z.

<sup>30</sup> "7 Things Employers Should Know About the Gen Z Workforce," Forbes 2015.

When considering the State’s **classified** workforce only, Generation X is still the largest generation at 37.65% and experienced the largest growth from 2017 to 2018 with an increase of 2.2%. The classified workforce reflects 0.27% Traditionalists; 29.64% Baby Boomers; 37.65% Generation X; 32.44% Millennials; and 0% Generation Z.

Understanding the generational workforce is essential to recruiting, managing, and retaining state employees. The generations are defined by a common culture and are shaped by important events that have had an impact on society during an individual’s formative years. Consideration of what motivates the generational groupings is important when discussing retention of employees. The top motivators for each group are similar: (1) compensation/pay, (2) flexibility to balance work and life issues, and (3) the overall benefits package.<sup>31</sup>

## Workforce Turnover

Based on the separation codes entered by state agencies when processing an employee’s final paperwork into the State Controller’s Office - Employee Information System (“EIS”), the top three reason codes for the total workforce leaving state employment were (excluding temporary appointments): Personal 46%, Retirement 17%, and Transfer to Other Agency 12%. EIS codes do not include a “pay” reason code for leaving state employment.<sup>32</sup> Of the total workforce turnover, 43% were Millennials, 29% were Baby Boomers, 27% were Generation X, 1% were Traditionalists, and 0% were Generation Z.

In FY 2018, the State experienced a 15.1% turnover rate<sup>33</sup> of **classified** employees: 7.8% voluntary separations,<sup>34</sup> 4.1% involuntary separations,<sup>35</sup> and 3.1% retirements.<sup>36</sup> 1,964 classified employees “exited” state employment, a slight decline from 1,988 in FY 2017. Of the 1,964 exiting employees, 405 retired (including 10 medical retirements), 1,016 were voluntary exits, 538 were involuntary (including 46 dismissals), and five (5) military separations. Based on the exit code entered, the top three reasons classified employees left state employment were: personal 44%, retirement 20% and private sector job 9.6%. Of the 1,964 classified employees who separated state employment, 41% were Millennials, 31% were Baby Boomers, 27% were Generation X, 1% were Traditionalists, and 0% were Generation Z. For FY 2018 classified turnover by pay grade, see appendix Q.

## Employee Exit Survey Results

When an employee voluntarily leaves state employment, they have the option of completing an online exit survey. This survey is available to the total workforce (classified and non-classified employees). 201 separating employees (63% classified / 37% non-classified) responded to the voluntary exit survey request. Of the respondents, 26% indicated they were retiring. When asked

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<sup>31</sup> Society for Human Resources Management (“SHRM”), 2017; Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open.

<sup>32</sup> Classified Turnover by Separation Code, Appendix P.

<sup>33</sup> Classified Employees Total Separations by Agency FY 14-18, Appendix R.

<sup>34</sup> Classified Employees Voluntary Separations by Agency FY 14-18, Appendix S.

<sup>35</sup> Classified Employees Involuntary Separations by Agency FY 14-18, Appendix T.

<sup>36</sup> Classified Retirement Turnover by Agency, Appendix U.

what led respondents to seek other employment, the top three responses given were: (1) pay 24%; (2) career opportunities 15%, and (3) management 13%. DHR requests agencies to provide their exit survey results to DHR for this report.

## Retirement Projections

In FY 2018, 522 state employees retired which represents 2% of the State’s total workforce. The retirement projections for the next nine years represent 10% of the workforce.<sup>37</sup>

The State’s **classified** workforce saw 405 retirements which represent 3% of the State’s workforce. The retirement projections for classified employees for the next nine years represent 19% of the workforce, with 8% of the workforce eligible to retire in less than five years and 11% eligible to retire in five to nine years. DHR is encouraging state agencies to undertake succession planning for the many expected vacant positions to be filled by qualified internal applicants, as appropriate.<sup>38</sup>

## New Hires

Seven thousand, five hundred thirteen (7,513) new hires were made by the State during FY 2018 statewide, including temporary and higher education employees, with an average age of 36.

During FY 2018, 1,846 new **classified** employees were hired, with an average age of 38.5. The following chart shows new hires by occupational groups:

Occupational Group Description	Count of Employee	Age	Percent of New Hires
Administrative	433	38.9	23%
Protective Services	233	31.1	13%
Health Care - Services	211	36.3	11%
Professional Services	208	40.8	11%
Labor Trades and Crafts	201	39.3	11%
Engineering	121	36.9	7%
Nurses	108	40.6	6%
Para-Professional Sub Group	103	37.8	6%
Science/Environmental	85	34.2	5%
Information Technology	71	39.7	4%
Finance and Accounting	64	39.6	3%
Management Sub Group	8	45.0	0%
Health Care - Medical	2	40.0	0%
<b>Overall - Calculated</b>	<b>1,846</b>	<b>38.5</b>	<b>100%</b>

<sup>37</sup> Total Retirement Forecast by Agency Calendar Years 2018-2048, Appendix W.

<sup>38</sup> Classified Retirement Forecasts by Agency Calendar Years 2018-2048, Appendix V.

As a comparison, the chart below shows FY 2018 **classified** turnover and average age by occupational group:

<b>Occupational Group Description</b>	<b>Count of Employee</b>	<b>Age</b>	<b>Percent of Turnover</b>
<b>Administrative</b>	385	46.6	19.6%
<b>Protective Services</b>	325	34.5	16.5%
<b>Professional Services</b>	263	48.7	13.4%
<b>Health Care - Services</b>	205	40.0	10.4%
<b>Labor Trades and Crafts</b>	203	46.8	10.3%
<b>Para-Professional Sub Group</b>	133	42.8	6.8%
<b>Nurses</b>	119	43.6	6.1%
<b>Engineering</b>	94	50.5	4.8%
<b>Finance and Accounting</b>	94	49.5	4.8%
<b>Information Technology</b>	81	49.0	4.1%
<b>Science/Environmental</b>	44	48.0	2.2%
<b>Management Sub Group</b>	17	56.4	0.9%
<b>Health Care - Medical</b>	1	45.0	0.1%
<b>Overall - Calculated</b>	<b>1,964</b>	<b>44.3</b>	<b>100%</b>

## **DHR INITIATIVES**

### **Information Technology Classification Project**

DHR is pleased to announce the December 2018 implementation of a new Information Technology (“IT”) classification structure developed in partnership with a committee of several agency IT Administrators and HR SMEs based on an IT study conducted by Korn Ferry (“KF”). As a result of the KF IT study, classification framework and role summaries for each job family and level were developed. IT employee and supervisor position description questionnaires (“PDQs”) were analyzed and mapped to the new framework. IT classifications will now better reflect modern IT job functions, employees will have more appropriate job titles with career paths supporting professional growth and advanced technical levels. The committee also identified the need for two new IT job families: Information Management and Architecture. These new job families will be available to agencies, as well as a new Data Scientist class.

This project strictly addresses classification only. No salary increases, or decreases will occur as a result of this project. All employees will be laterally transferred to their mapped position by their respective agencies effective December 10, 2018.

### **Certified Public Manager® Program**

The Certified Public Manager® Program (“CPM®”) is a nationally accredited, comprehensive management development program specifically designed to prepare managers for their careers in state government. Applicants are selected by their respective agencies to participate in the two-



year program. The curriculum consists of five levels: Managing Self, Managing Others, Managing in the Public Sector, Managing for Organizational Success, and Managing for Change. The State's CPM® program began in 1999. As of December 2017, 539 employees have graduated from the program to become Certified Public Managers. Many agency directors, executive staff and supervisors are CPM® graduates, demonstrating the success of the program. There are 84 participants in the current track which is scheduled to graduate in October 2019.

### **Supervisory Academy Program**

DHR offers a three-day Supervisory Academy for all state agency supervisors. This training provides education and information in eight areas of supervision: Understanding the Generations, Setting Expectations, Development Planning, Coaching and Feedback, Motivation, Documenting Performance, Progressive Discipline, Writing and Delivering the Performance Evaluation and training on the State's Performance Evaluation System: I-PERFORM. The Supervisory Academy is accepted as a pre-requisite for the CPM program. The Supervisory Academy three-day cohort began in 2016 and has trained over 685 state employees to date.

### **DHR Forums and Respectful Workplace Training**

At least three times a year, DHR conducts statewide HR training forums for agencies, providing discussion and information on human resources management, best practices, relevant law, and policy. During FY 2018, some forum topics included: Active Shooter in the Workplace; Health Matters; Human Rights Commission; E-Verify Compliance Update; PERSI: Past, Present & Future; Office of Group Insurance Update; ADA Interactive Process and its Relationship with FMLA; Making Safety & Security a System Priority; Conducting Investigations; and, Respectful Workplace.

In conjunction with human resources' best practices, advice, policies and related assistance, DHR also offers agencies assistance with workplace investigations, problem solving, and mediation.

### **DHR Training and Related Services**

Respectful Workplace provides instruction on how to avoid unlawful discrimination, harassment, and retaliation in the workplace. Crucial Conversations® is a powerful, seven-step approach to handling difficult conversations with confidence and skill. Crucial Accountability® offers tools for resolving violated expectations, broken commitments, and poor behavior. Getting Things Done® is a time management method that provides organization methods for increased productivity.

DHR offers training to state agencies and employees in the following areas: Supervisory Academy; Respectful Workplace; Crucial Conversations®; Crucial Accountability®; Getting Things Done®; Generations; Calibrations (for Performance Evaluations); I-PERFORM (performance evaluation system); Specialty HR related matters; Applicant Tracking System; and Board trainings.

## Cybersecurity Training

Executive Order No. 2017-02 directed DHR, in conjunction with all executive branch agencies, to compile and review cybersecurity curriculum for mandatory education and training of state employees. During the 2017 Legislative session, DHR received funding for an online training program. Working in conjunction with the State's Office of IT Security and Department of Administration, DHR contracted with Network Consulting Services for the KnowBe4 training platform. DHR created accounts, assigned four mandatory training modules (Email Spoofing, Creating Strong Passwords, Mobile Device Security, and Ransomware), and tracked training completion. More than 20,000 state employees have completed the mandatory training since deployment in February 2018. The next statewide deployment is anticipated for February 2019.

## Applicant Tracking System

During the 2017 Legislative session, DHR received funding approval to procure a new Applicant Tracking System ("ATS") which operates the State's online recruitment system for its approximate 25,000-person workforce. This system is used by applicants and state agencies. Agencies use the system to announce, accept applications, test, and obtain hiring lists for position openings. NEOGOV was the successful bidder for the new system. DHR is in the process of building the State of Idaho's NEOGOV platform and is partnering with all agencies to migrate necessary data from the outdated ATS to NEOGOV. NEOGOV is scheduled to go live for state recruitment December 10, 2018.

## Health Matters Wellness Program

The Health Matters State Employee Wellness Program is managed through DHR. All state employees are welcome and encouraged to participate in Health Matters programming, regardless of their enrollment in state-sponsored benefits. Over 30 in-person speaking and engagement events have been conducted in FY19 so far. Health Matters has seen a 55% increase in wellness challenge participation between July and October 2018.

Health Matters is managed by one Health Program Specialist, Senior statewide. The program utilizes designated wellness contacts within state agencies to help disseminate program information, promote resources and opportunities, and build a culture of well-being within their individual agencies. Over the last 10 months, Health Matters has undergone a rebrand and website design. The updated mission and vision are as follows:

*The **mission** of Health Matters is to cultivate well-being for State of Idaho Employees.  
The **vision** of Health Matters is to develop a healthy, resilient, and productive workforce to serve the citizens of the State of Idaho.*

Research indicates that participation in wellness programming improves when managers are actively engaged and supportive of such initiatives.<sup>39</sup> A healthy workforce is a productive workforce. An employee's well-being is multi-faceted and includes physical, mental, interpersonal, and occupational health.<sup>40</sup> Health Matters aims to address all areas of employee well-being with the following communication platforms and program offerings:

- **Health Matters Website:** The primary platform for Health Matters communications and resources. <https://healthmatters.idaho.gov>
- **Bi-monthly eNewsletter:** Electronic newsletter distributed to employees via email on the first and 15<sup>th</sup> of each month. Includes information on monthly health topics, regional events, wellness challenges, practical health tips, and healthy recipes. <https://healthmatters.idaho.gov/eNewsletter.html>
- **Choose Health Matters Blog:** Health and wellness blog featuring monthly posts on a variety of topics from subject matter experts from around the State. <https://choosehealthmatters.com>
- **Facebook Page:** Social media platform used to share events, tips, motivation, and health news.
- **Wellness Challenges:** Incentive challenges designed around specific topics to motivate participants to eat healthier, move more, and manage stress.
- **Lunch & Learns:** Health presentations and learning opportunities designed to fit within a lunch hour.
- **On-Site Clinics:** On-site opportunities for employees to conveniently access preventative services, such as flu shot clinics.
- **Targeted Department Wellness Initiatives:** Individualized support for state agencies to develop action plans for evidence-based wellness initiatives.

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<sup>39</sup> "From Gatekeeper to Multiplier: Give Managers a Role in Wellness Plans," Society for Human Resource Management, 2018.

<sup>40</sup> "The Business Benefits of a Healthy Workforce," Harvard School of Public Health, 2015.

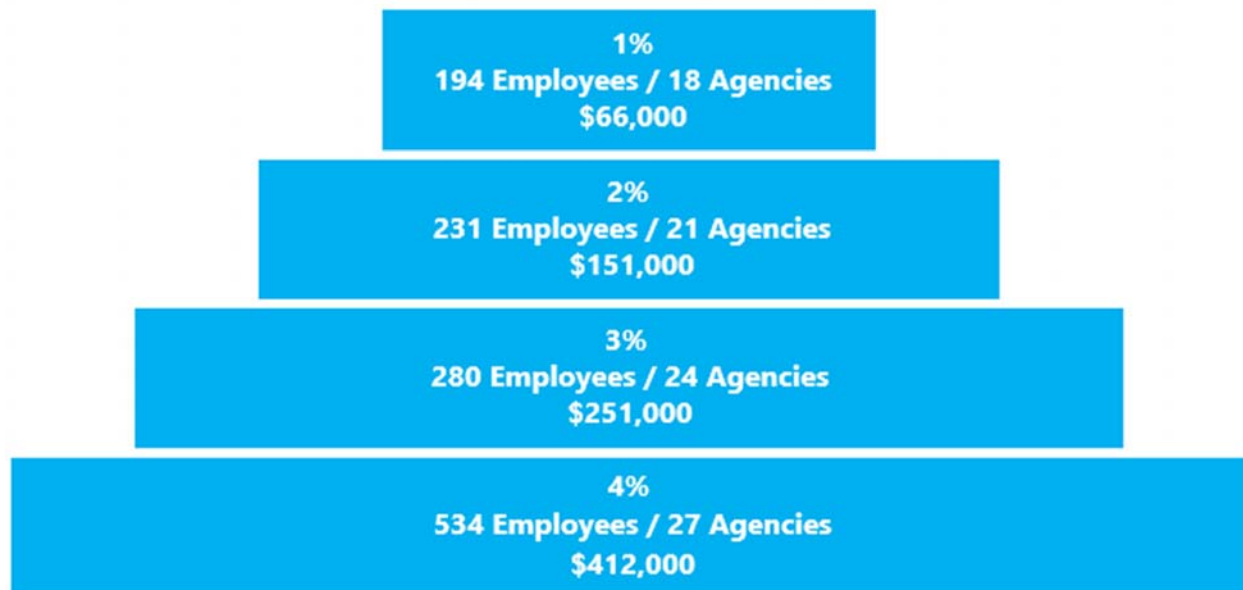
## DHR RECOMMENDATIONS FOR FY 2020

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

a) **Salary Structure Adjustment:** To more accurately align with the job market, DHR recommends at least a 2% increase to the pay structure. This increase would move the policy rate closer to the average market rate as outlined in statute and the overall structure increase would keep the integrity of the current pay structure of 70% to 125%.

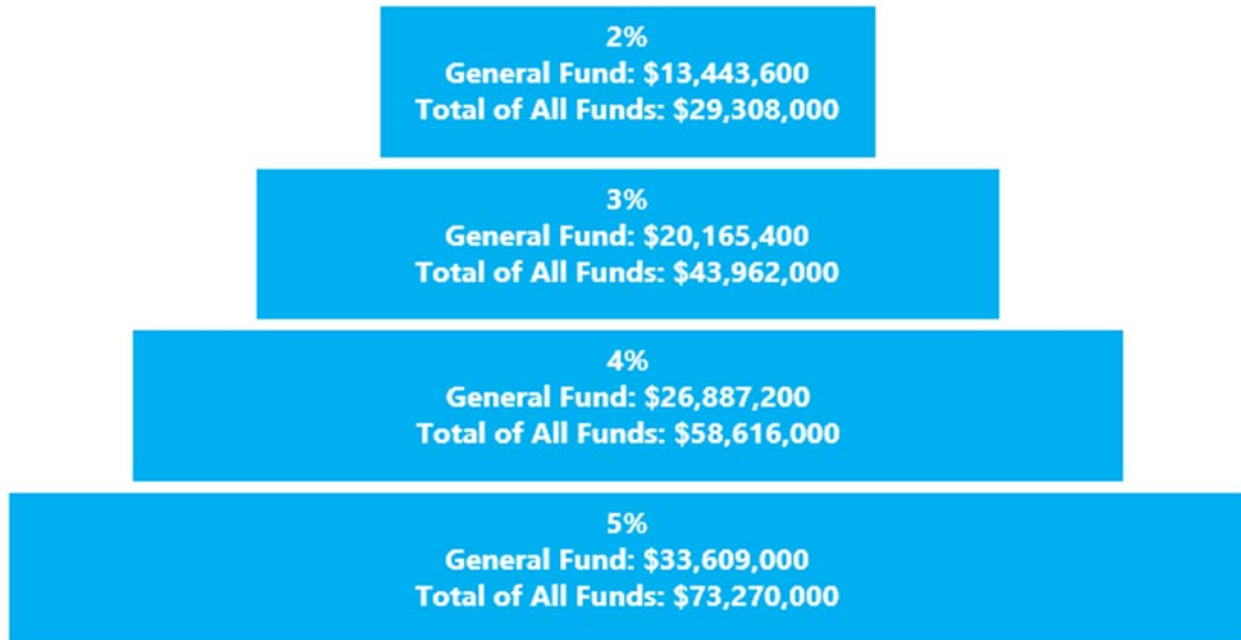
The estimated fiscal impact of this 2% change is \$151,000 which is the cost to bring 231 employees up to the new minimum of the salary ranges.

As a comparison, the estimated fiscal impact of a 1% change is \$66,000 to bring 194 employees to the new minimum and a 3% change is \$251,000 to bring 280 employees up to the new minimum of the salary ranges. Additionally, the estimated fiscal impact of a 4% change is \$412,000 to bring 534 employees to the new minimum of the salary ranges. All estimated fiscal impacts include variable benefits. The following chart summarizes the impact of the salary structure adjustments:



b) **Specific Occupational Inequity/Payline Exception Component:** DHR recommends continuing with the job classifications that are currently on payline exception to address specific recruitment and retention issues. The total of salaries over the pay grade maximum is \$815,943. All salaries related to the classifications on payline exception are covered in agency budgets. No additional appropriation is necessary.

c) **Merit Increase Component:** DHR recommends at least a 3% increase for the salary component of state employee compensation administered in accordance with the State’s merit-based pay system. This increase is an appropriate step to keep pace with the current job market. The recommended 3% increase would cost the general fund approximately \$20,165,400 and approximately \$23,796,600 in other funds, for a total of \$43,962,000. As a comparison, the estimated fiscal impact of a 2% increase is \$29,308,000, a 4% increase is \$58,616,000 and a 5% increase is \$73,270,000. The following chart summarizes the impact of the merit increases:



d) **Employee Benefit Package:** The State’s employee benefit package continues to be a key component of the State’s total compensation package for employees. DHR recommends that the State maintain the same funding levels and percentage contributions for employee benefits.

## Appendix A – Glossary

### **Compa-ratio:**

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

### **Classified Employee:**

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

### **Job Classification:**

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

### **Maximum Pay Rate:**

Highest allowable salary of the pay grade.

### **Minimum Pay Rate:**

Lowest allowable salary of the pay grade.

### **Non-classified Employee:**

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

### **Pay Grade:**

Alphabetical indicator of pay range assigned to each job classification.

### **Payline Exception:**

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

### **Pay Range:**

The span between the minimum and maximum salaries.

### **Policy Pay Rate:**

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

### **Salary Structure:**

A chart listing the 19 pay grades and associated pay ranges (See Appendix L).

### **Salary Survey:**

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

### **Specific Occupational Inequity:**

See Payline Exception.

### **Temporary Employee:**

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



## Appendix B – Five Year Synopsis of State CEC Increases FY 15-19

<u>Fiscal Year</u>	<u>DHR Recommendation</u>	<u>Executive Budget Recommendation</u>	<u>Legislative Action</u>
FY 19	DHR recommended increasing the current salary structure by at least 3% for FY19, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees, a 3% upwards shift of the compensation schedule, maintain benefits package and a two-month premium holiday. The Legislature’s Joint CEC Committee recommended the Governor’s recommendation, including the benefits package, but there would be no two-month premium holiday.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the compensation schedule was approved. Maintaining funding for health insurance benefits, including a two-month premium holiday, was approved.
FY 18	DHR recommended to increase the current salary structure by at least 3% for FY18, continuation of job classifications on pay line exception. Budget at least a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance and retirement benefits.	The Governor recommended a 3% merit increase for permanent state employees and a 3% upwards shift of the compensation schedule. The Legislature’s Joint CEC Committee also recommended a 3% ongoing merit-based increase, 3% upwards shift of the compensation schedule and funding the increased cost of health insurance premiums for FY18. The recommendation included a reduction to the health insurance benefit from thirty to six months for employees on disability status.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. A 3% upwards shift of the compensation schedule was approved. Judges salary increased by 4.8%. Funding of the increased cost of health insurance premiums was approved.
FY 17	DHR recommended maintaining the current salary structure for FY17, continuation of job classifications on payline exception. Budget a 3% merit-based salary increase. State to maintain funding for the employer cost of group insurance benefits.	The Governor recommended a 3% merit increase for permanent state employees and the Legislature’s Joint CEC Committee also recommended a 3% ongoing merit-based increase, not including an increase for group and temporary positions. 3% increase for judges and other appointed officials which will require statutory changes. Recommended funding for a 9.3% increase for the cost of employer paid health insurance.	The Legislature authorized and funded a 3% merit increase for permanent employees to be distributed at the discretion of agency heads. Costs to cover the 27th payroll that will occur in FY17 and costs to cover benefit cost increases.
FY 16	Maintain the current salary structure for FY16. DHR recommends continuation of job classifications on payline exception. Budget a 3% merit-based salary increase. State to fund the estimated increase in the cost of group insurance benefits.	The Governor recommended a 3% salary increase for permanent state employees and the Legislature’s Joint CEC Committee also recommended a 3% ongoing merit-based increase, to be distributed at the discretion of each agency head. The Committee also directed Human Resources to change the minimum amounts on the classified pay schedule from 68% of policy to 70% of policy. JFAC funded the recommendations.	The Legislature authorized and funded a 3% increase in the annual salary for appointed officials, as well. The salary for each of the three public utilities commissioners, four tax commissioners, and three industrial commissioners was statutorily increased by 3%. Employer health insurance premiums will increase \$650 per employee (a 6% increase over FY15). The increase is paid by the employer only.
FY 15	Maintain the current salary structure for FY15 and focus resources on compensation issues such as salary compression, salary inequities, recruitment of skilled applicants, and retention of high performing employees. Budget a 2% merit-based salary increase.	No increase in funding for employee compensation. Fund personnel benefit cost adjustments. The Legislature’s Joint CEC Committee recommended: Fund an overall 2% increase for state employees – 1% ongoing and 1% one-time, based on merit.	Adopted the Legislature’s Joint CEC Committee recommendations. The Legislature continues to strongly encourage the use of salary savings to compensate employees. Approved adjusting the pay structure upwards by 1%. The Legislature funded a 15.9% increase in the employer cost of health insurance.

Appendix C – Korn Ferry Employee Reward Survey Results



## Total Rewards Preferences Survey

- To understand employee needs and preferences for total rewards, KF conducted a survey of the State of Idaho employee population on behalf of the State:
  - The survey was undertaken by the Governor’s Office in response to the Legislative Interim Committee’s review of employee benefits to ensure employees had the opportunity to share their feedback about the State’s total compensation
  - The survey design followed well-researched and validated survey methodology that requires people to actively make prioritization choices so that the resulting data are actionable by management
- 18,954 employees were invited to participate in the survey. 12,354 employees responded (65%)
- This survey solicited employee input on topics such as:
  - Understanding of reward programs
  - Perception of fairness and competitiveness of reward programs
  - Views on tradeoffs or changes in weighting of the reward elements
  - Relative importance of individual benefits and non-financial reward offerings
  - Views on specific health care issues including plan design, provider network, and premium costs
- Highlights and key findings of the survey are provided on the following pages
- All content provided in this summary represents the organization in aggregate
  - Additional “cuts” of data by grade level, tenure, coverage tier (single or family) and other demographics are included in the results package provided to the Idaho DHR team



## Total Rewards Preferences Survey – Participation

- 12,354 participated in the survey, as noted previously
- The survey, in aggregate, had a 65% response rate
- This rate of participation is quite strong for an organization the size of the State
- The table below provide participation rates among key demographics

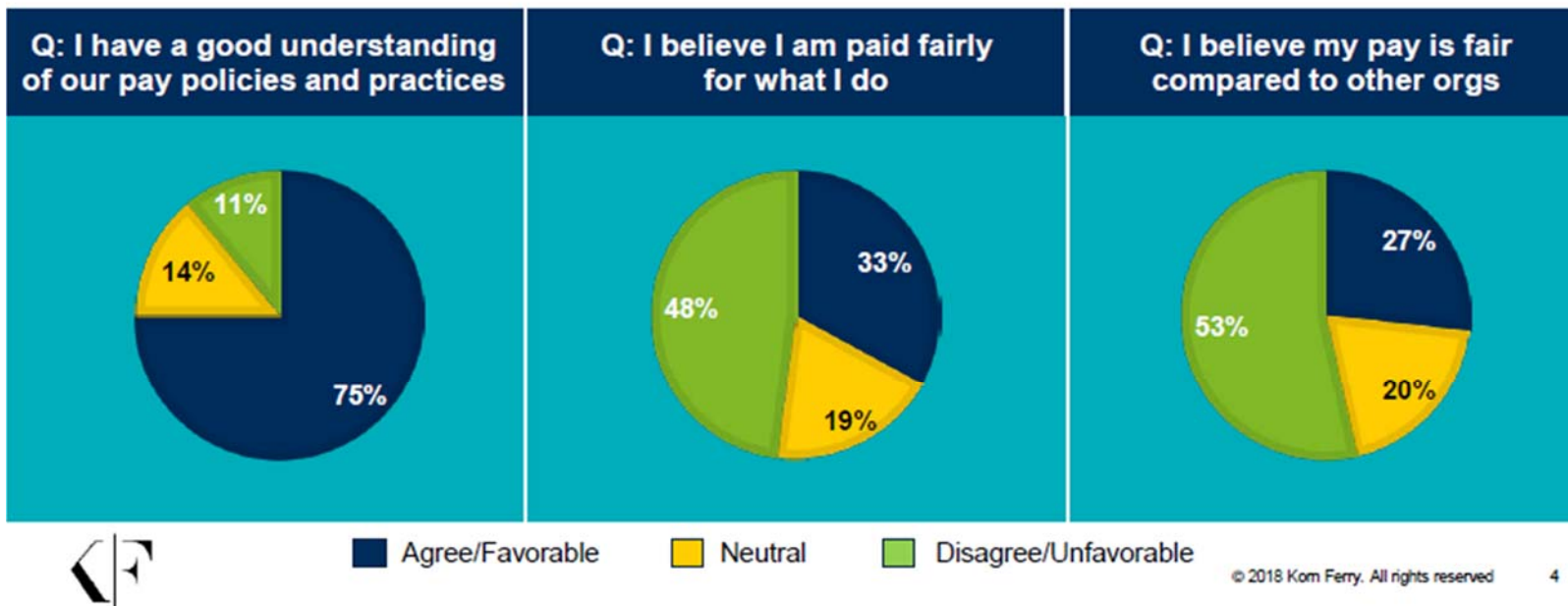
Employee group	completed
Executive	66%
Legislative	39%
Judicial	49%
0 - 3 years	58%
4 - 5 years	66%
6 - 10 years	68%
11 - 15 years	70%
16 - 20 years	69%
21+ years	69%
Employee	62%
Emp + Spouse	68%
Emp + Children	69%
Emp + Spouse + Children	69%
Declined	50%





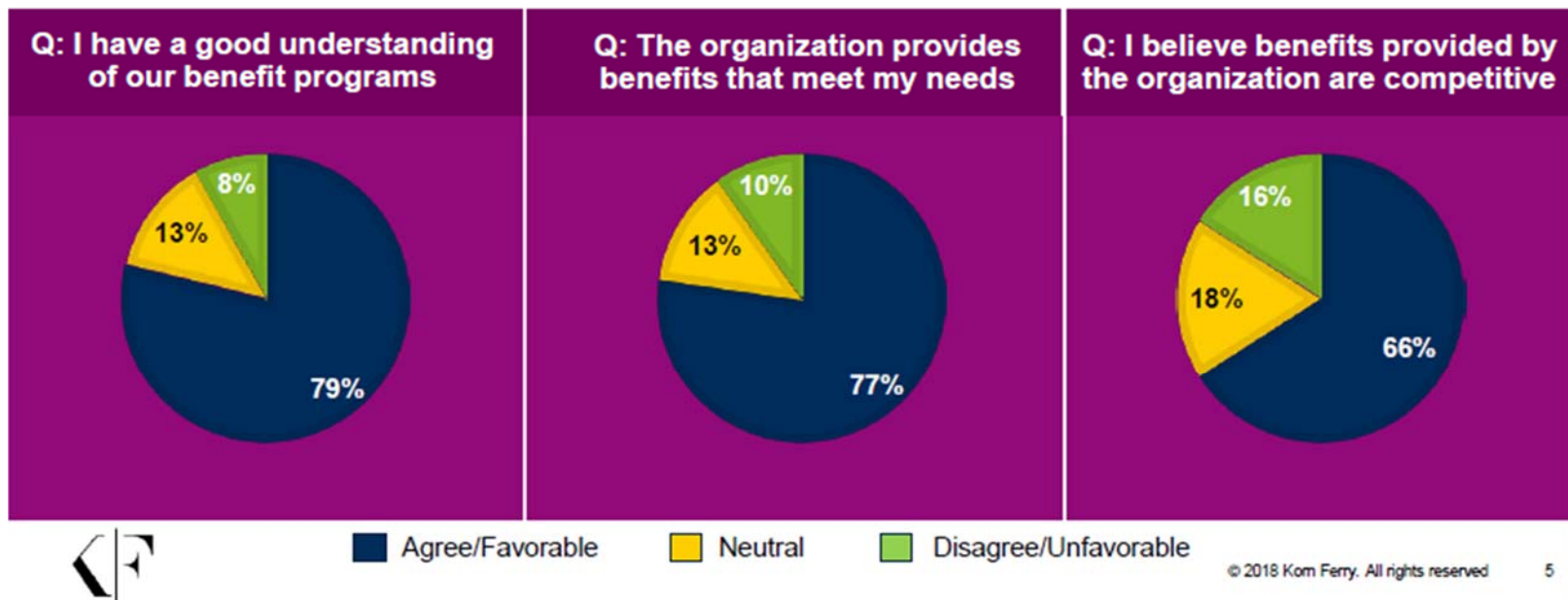
## Fair and Competitive Rewards – Pay

- The majority of employees responded favorably that they understand pay policies and practices that impact them (75%)
- Only 33% of respondents consider themselves to be paid fairly for the work they do
- We see the response drop to 27% when asked how individuals perceive their pay stacks up against other organizations in the market



## Fair and Competitive Rewards – Benefits

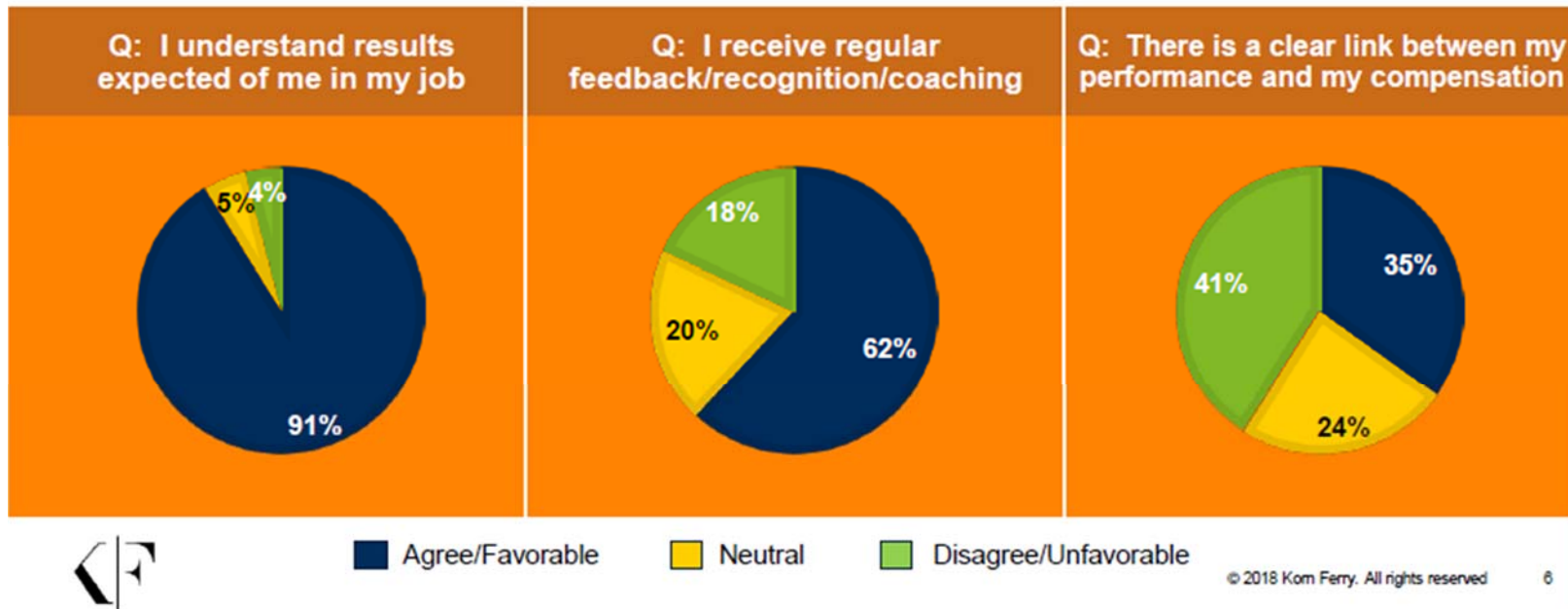
- Similar to our findings for compensation, benefits programs are reported to be well understood by employees (79%)
- Similarly, most employees (77%) report that the organization’s benefits meet their needs
- There is a slight dip in the favorable response on perceptions of competitiveness of those benefits (66%), but demonstrates that employees understand the value delivered by the State relative to other organizations





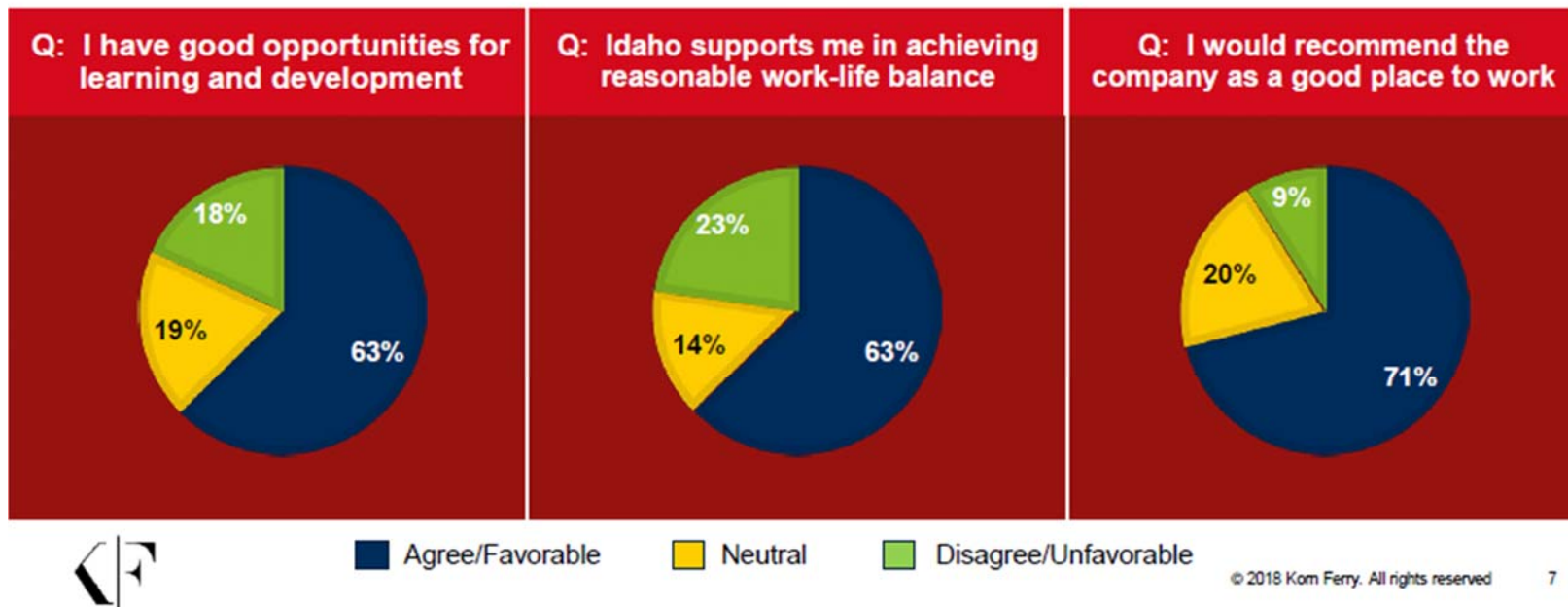
## Rewards and Performance

- Employees report feeling clear on what is expected in their role (91% agreement)
  - This high response rate is actually slightly above the market norm
- Employees responded favorably (62%) on receiving feedback on (1.) performance, (2.) recognition and (3.) coaching. The State is below external norms on recognition and coaching, but above norms on performance feedback
  - Data below provides a representative average of these three questions, which yielded very similar results
- The linkage between those job requirements/performance and compensation is noticeably less clear, however, dropping to 35% (below external norms)



## Non-Financial Rewards

- Learning and development opportunity is viewed favorably by employees in the aggregate (63%, similar to market norms)
- More than half of the organization felt the State effectively helped them maintain work-life balance
- State employees overwhelmingly responded that they would recommend the organization as an employer (71% favorable, aligned with market norm)



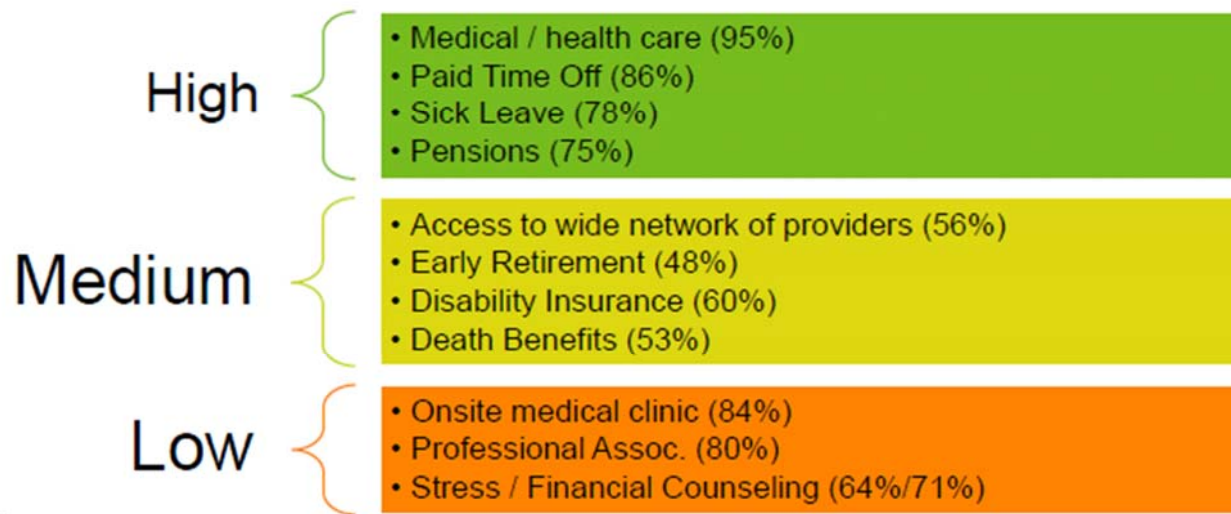
## Reward Preferences – Mix of Elements

- Generally, there does not appear to be a trend or desire among employees to change the mix of rewards or the relative weighting of elements within the portfolio (base salary, variable pay, benefits)
- Employees were not interested in greater base salary at the expense of benefits (10% in favor, 76% against)
- Generally, any scenario that shifted weight away from base salary towards other comp elements was viewed with particular disfavor
- The concept of reducing Paid Time Off (PTO), even in exchange for base pay, was viewed quite negatively by employees (19% in favor)



## Ranking of “Priority” Benefits

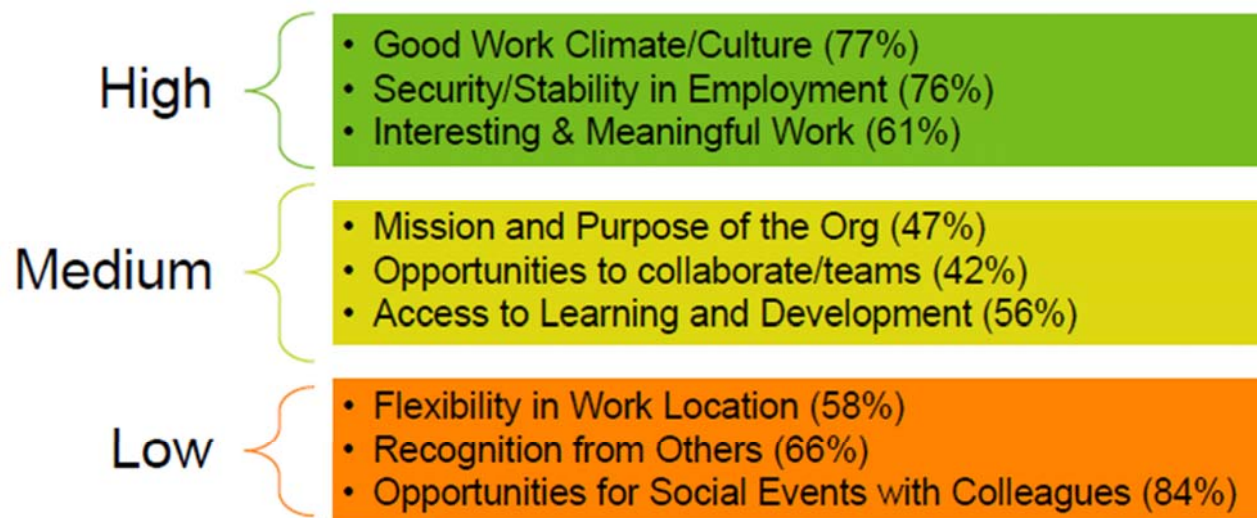
- Employees were asked to rank or bucket benefit programs into high, medium and low categories
  - Parentheses in the exhibit below reflect the percentage of staff who rated the benefit within that bucket
- While there was a mix in ranking, some programs trended quite solidly at the upper or lower ends
- Regardless of tenure, pay grade, coverage tier (single or family) or branch of government, the top 4 highest priority benefits are the same with statistically insignificant differences in percentages
- As the State considers changes to the total compensation portfolio, low ranked benefits may be reviewed for utilization to determine if usage rates (and value to participants) align with the resources needed to administer the program and/or if the program could be more effectively allocated





## Ranking of “Priority” Non-Financial Rewards

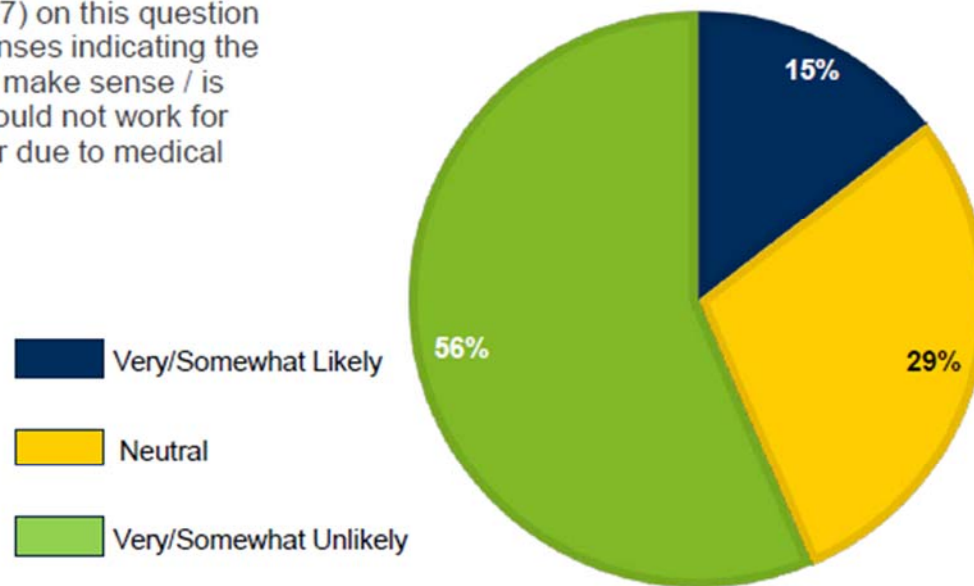
- Similarly, employees were asked to rank or bucket non-financial reward programs into high, medium and low categories
  - Parentheses in the exhibit below reflect the percentage of employees who rated the benefit within that bucket
- Culture/climate and security of work were seen as critical and impactful
- Flexibility in work location, peer recognition and group events were rated as less critical



## Health Care Questions

- Trade offs in health care costs were viewed unfavorably by employees, while feedback on reduced provider access was mixed
- More than half of the organization indicated they would be unlikely to select a HDHP if the State made a contribution to an HSA
- Additional comments (4,187) on this question bolster the “unlikely” responses indicating the financial trade off does not make sense / is not fair or that an HDHP would not work for their situation (financially or due to medical conditions)

**Q: How likely would you be to select a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) if the State made an annual contribution to your account of \$500 for single coverage (\$2,000 deductible) and \$1,000 for family coverage (\$4,000 deductible)?**

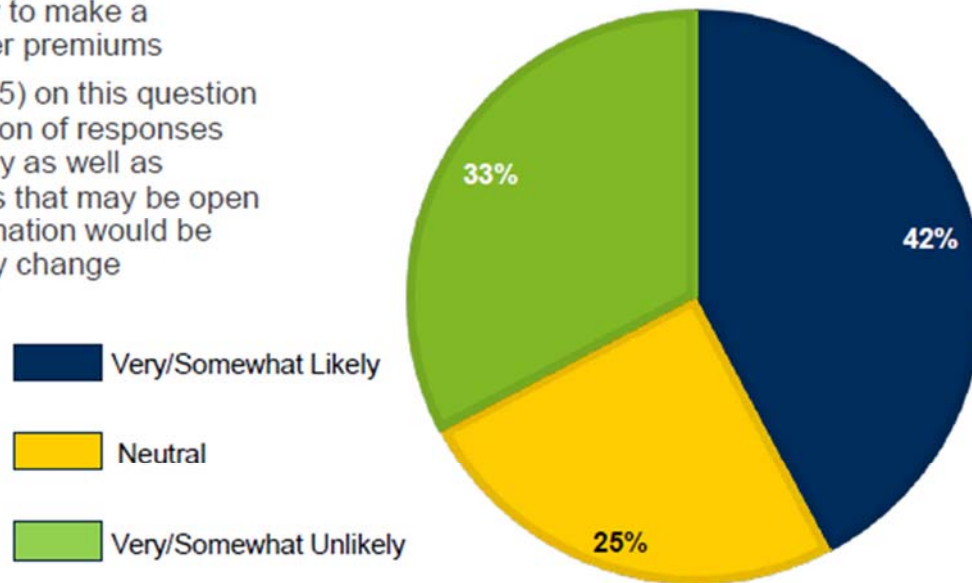




## Health Care Questions

- Employees were a bit more receptive to a narrower provider network if it meant lower monthly premiums; however, the distribution of responses was evenly split
  - Less than half (42%) indicated they would be likely to opt for a narrower network
  - One third were not likely to make a network change for lower premiums
- Additional comments (4,255) on this question reflected the wide distribution of responses and showed both receptivity as well as skepticism. For employees that may be open to the concept, more information would be required before making any change

**Q: How likely would you be to select a regional health plan with a narrow network of providers and hospitals (for example, a single health system such as St. Luke's, St. Alphonsus, Eastern Idaho Regional Medical Center, Kootenai Health, Portneuf Medical Center, etc.) for a lower monthly premium?**



## Additional Questions – Common Themes

- Employees were encouraged to make comments on two additional questions:
  1. ***How would your view of your total compensation be impacted if your individual or family health insurance premiums for your current health plan increased substantially?***
    - Comments (10,600 in total) overwhelmingly indicated that employees would have a negative view if family health insurance premiums increased substantially
    - Employees used terms like financial burden or stress, hardship, detrimental and difficult to describe the impact
    - Employees indicated they would look for other employment (> 1,000) if such a change were implemented, as benefits is a big part of why they work for the State
  2. ***Please provide any additional thoughts you have, that may not have been covered in the questions in this survey, about the Total Compensation package provided to you by the State.***
    - The comments for the final question (5,408) reinforced earlier survey responses that employees are not interested in tradeoffs that alter the current mix of pay and benefits
    - Comments demonstrate that lower pay is generally accepted because of the better benefits



## Appendix D – Korn Ferry Total Rewards Diagnostic Employee Report



ORGANIZATION PERFORMANCE

# TOTAL REWARDS DIAGNOSTIC

## Employee Report

COMPANY State of Idaho  
CREATED October 2018



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## ABOUT THIS REPORT

This survey is designed to provide insights into your respondents' perception and preferences of rewards, allowing you to identify whether your rewards structure supports business objectives. Bringing to light how well your respondents understand your organization's compensation policies and practices allows you to determine needs around rewards knowledge and communication tools

### **HOW TO READ THIS REPORT**

The report starts with an overview of how results are displayed.

### **ORGANIZATION**

Results can help you determine if your respondents believe the organization is appropriately allocating your rewards investment to those employees that drive business results. Analyzing variances between current rewards practices and optimal rewards practices will allow you to identify strong areas versus opportunities for improvement.

## HOW TO READ THIS REPORT

### AVERAGE RATE OF AGREEMENT

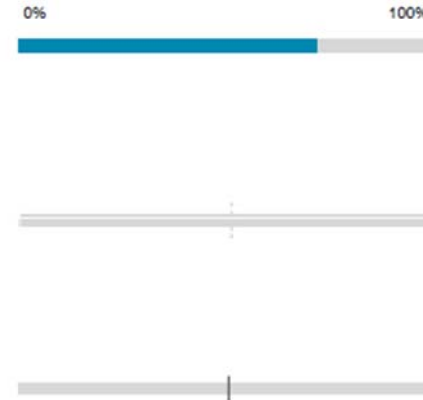
This barchart describes the average rate of agreement among survey respondents regarding rewards program effectiveness. The average rate of agreement summarizes answers coming from "Strongly agree" and "Agree" responses for each question (or area). This same pattern is used to help you compare rates overall for the organization with different areas.

### INTERNAL BENCHMARK

The internal benchmark is displayed as a dotted line when used for comparison across areas. The internal benchmark rate summarizes answers coming from "Strongly agree" and "Agree" responses for all questions regarding rewards program effectiveness.

### EXTERNAL BENCHMARK

To help you interpret results, an external benchmark is provided. The external benchmark is displayed as a solid line when used for comparison across areas, and it shows the percentage of favorable responses ("Strongly agree" and "Agree") in our General Industry benchmark.





### DISTRIBUTION OF RESPONSES

These barcharts summarize the distribution of survey answers by aggregating participant opinions, including neutral answers.

For rewards effectiveness, the High agreement category is an aggregation of "Strongly agree" and "Agree" responses, while Low agreement is an aggregation of "Disagree" and "Strongly disagree" responses. "Neither" is displayed in the middle, and represents the percentage of employees who did not agree or disagree.



For rewards preferences, the Positively category is an aggregation of "Positively" and "Somewhat positively" responses, while Negatively is an aggregation of "Somewhat negatively" and "Negatively" responses. "Neither" is displayed in the middle, and represents the percentage of employees who did not feel positively or negatively towards the statement.



For rewards priorities, employees were asked to rank which benefits (or non-financial rewards) they value most. There were three possible answers available to them: high priority, medium priority, and low priority. Respondents were forced to distribute their answers equally between all three priority level categories. This barchart visualizes a percentage of each response for each item.



### REWARDS PRIORITIES: GAP BETWEEN CURRENT AND OPTIMAL STATE

This visual heatmap describes the distance or absolute difference between employee perceptions of current determining factors for particular rewards elements (e.g., base salary or short-term incentives) and how those factors relate to their perception of what is an optimal practice. Employees ranked the current state of practices in order of importance (1 being the most important). Next, they ranked optimal practices in order of importance. A positive or negative gap is equally worth reflection. The larger the absolute gap, the more it might be an opportunity for realignment towards an ideal state.





## ORGANIZATION

Results can help you determine if your respondents believe the organization is appropriately allocating your reward investment to those employees that drive business results. Analyzing variances between current reward practices and optimal reward practices will allow you to identify strong areas versus opportunities for improvement.

ORGANIZATION SUMMARY

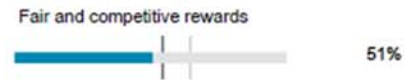
## OVERALL

Respondents degree of agreement about your rewards program effectiveness are shown below, broken out across different areas. Results are compared against the organizational average and the external norm.

### OVERALL



### REWARDS AREAS



Average
  External Norm
  Overall Organizational Average

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ORGANIZATION SUMMARY

## TOP OPTIMAL REWARDS FACTORS

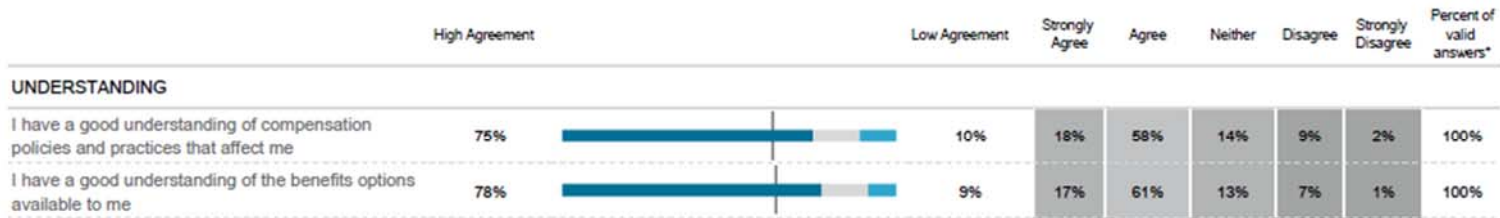
Here are the performance factors your employees indicate should determine rewards decisions in an optimal rewards approach for the future.

### BASE SALARY INCREASES

- 1 Your personal performance
- 2 Your individual skills
- 3 How much experience you have working here or elsewhere

## REWARDS AREAS EFFECTIVENESS

Employees were surveyed in different areas of your rewards program. The table below shows respondents' level of agreement with the statement. These responses are rolled up and summarized for the larger area. Answers are displayed as a distribution, but do not include "Don't know / Not applicable" answers. In the table, darker squares indicate answers with lower percentages.



\*Does not include "Don't know / Not applicable" responses.

LEGEND



ANSWER FREQUENCY



## REWARDS AREAS EFFECTIVENESS

Employees were surveyed in different areas of your rewards program. The table below shows respondents' level of agreement with the statement. These responses are rolled up and summarized for the larger area. Answers are displayed as a distribution, but do not include "Don't know / Not applicable" answers. In the table, darker squares indicate answers with lower percentages.

	High Agreement		Low Agreement	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Percent of valid answers*
<b>FAIR AND COMPETITIVE REWARDS</b>									
I believe I am paid fairly for the work I do	33%		48%	4%	28%	19%	32%	16%	100%
I believe my pay is fair considering the pay of people doing similar work in other organizations	27%		53%	4%	23%	20%	33%	21%	97%
The organization provides employee benefits that meet my needs	78%		9%	17%	61%	13%	8%	2%	100%
Employee benefits provided by the organization are competitive with benefits offered by other organizations in our industry	66%		16%	19%	47%	18%	11%	5%	95%

\*Does not include "Don't know / Not applicable" responses.

LEGEND

High Agreement
  Neither
  Low Agreement
  External Norm

ANSWER FREQUENCY

0-10%
  11-20%
  21-70%
  71-100%

## REWARDS AREAS EFFECTIVENESS

Employees were surveyed in different areas of your rewards program. The table below shows respondents' level of agreement with the statement. These responses are rolled up and summarized for the larger area. Answers are displayed as a distribution, but do not include "Don't know / Not applicable" answers. In the table, darker squares indicate answers with lower percentages.

	High Agreement		Low Agreement	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Percent of valid answers*
<b>REWARDS AND PERFORMANCE</b>									
I understand the results expected of me in my job	92%		3%	36%	55%	5%	3%	1%	100%
I receive clear and regular feedback on how well I do my work	69%		16%	25%	44%	15%	12%	4%	100%
There is a clear link between my performance and my compensation	35%		41%	9%	27%	24%	26%	15%	99%
I receive recognition when I do a good job	57%		20%	15%	41%	23%	14%	6%	100%
My immediate manager coaches me to help improve my performance	60%		19%	21%	39%	21%	12%	7%	99%

\*Does not include "Don't know / Not applicable" responses.

LEGEND



ANSWER FREQUENCY





## REWARDS AREAS EFFECTIVENESS

Employees were surveyed in different areas of your rewards program. The table below shows respondents' level of agreement with the statement. These responses are rolled up and summarized for the larger area. Answers are displayed as a distribution, but do not include "Don't know / Not applicable" answers. In the table, darker squares indicate answers with lower percentages.

	High Agreement	Low Agreement	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Percent of valid answers*
<b>TOTAL REWARDS</b>								
I have good opportunities for learning and development in the organization	62%	18%	16%	47%	19%	13%	5%	100%
I have opportunities to achieve my career goals in the organization	53%	22%	12%	41%	25%	15%	7%	99%
The organization supports me in achieving a reasonable balance between my work life and my personal life	69%	15%	23%	46%	16%	9%	6%	100%
I have enough authority to do my job well	76%	12%	21%	55%	12%	9%	3%	100%
My job provides opportunities to do challenging and interesting work	81%	6%	27%	54%	13%	5%	2%	100%
I would recommend the company as a good place to work	71%	9%	23%	48%	20%	6%	3%	100%

\*Does not include "Don't know / Not applicable" responses.

LEGEND



ANSWER FREQUENCY



## REWARDS PREFERENCES

In order to understand the relative importance of rewards elements, employees were asked how they would view hypothetical trade-offs within the rewards program. The table below shows how positively respondents reacted to each hypothetical. Responses are displayed as a distribution, but do not include "Don't know / Not applicable" answers. In the table, darker squares indicate responses with lower percentages.

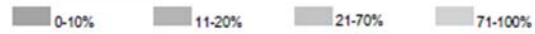
	Positively		Negatively	Positively	Somewhat Positively	Neither	Somewhat Negatively	Negatively	Percent of valid answers*
Your base salary is increased but your paid time off (e.g., vacations and holidays) is reduced by an equivalent value	19%		67%	5%	14%	14%	22%	45%	97%
Your base salary is increased but the value of your benefits package is decreased by an equivalent amount	10%		77%	2%	8%	14%	23%	53%	98%
Your base salary is reduced but you are given extra paid time off (e.g., vacations and holidays) of equivalent value	8%		82%	2%	6%	11%	21%	61%	97%
Your base salary is reduced but the value of your benefits package is increased by an equivalent amount	6%		81%	1%	5%	14%	23%	57%	98%

\*Does not include "Don't know / Not applicable" responses.

LEGEND



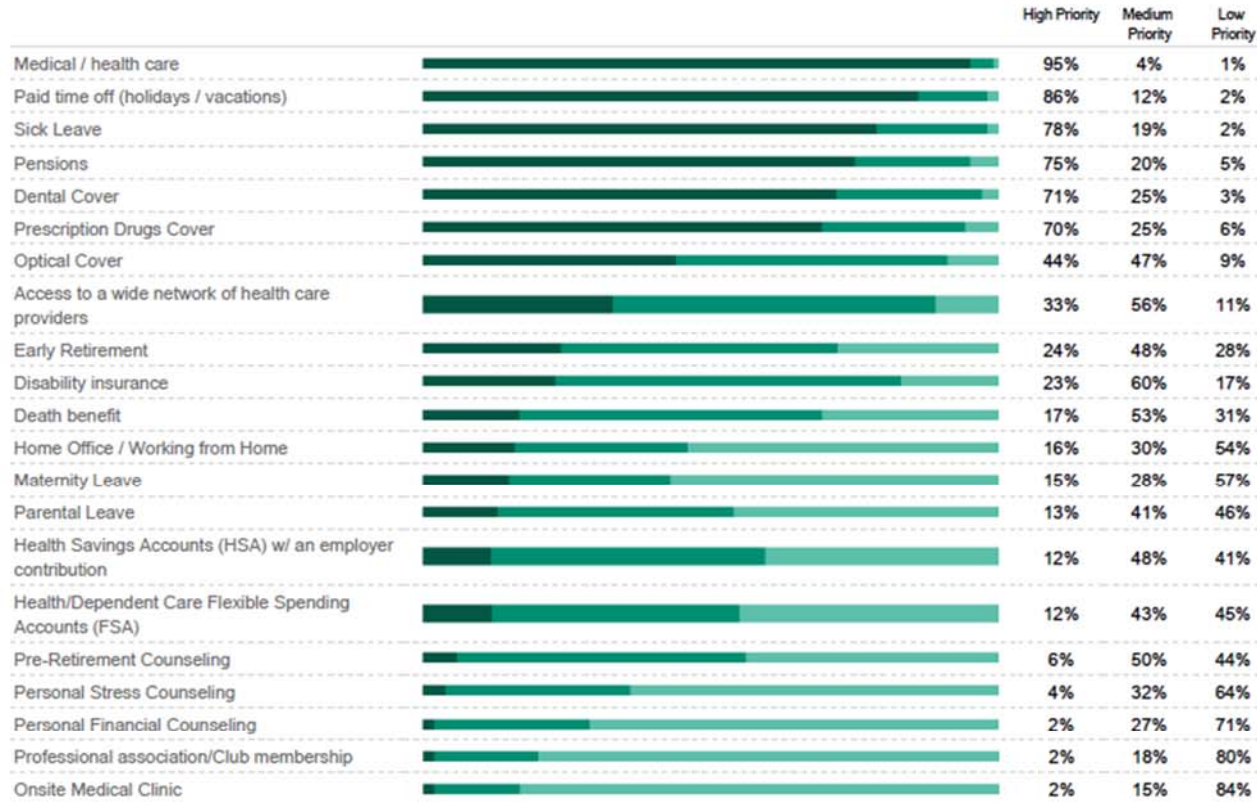
ANSWER FREQUENCY





REWARDS PRIORITY

**BENEFITS**



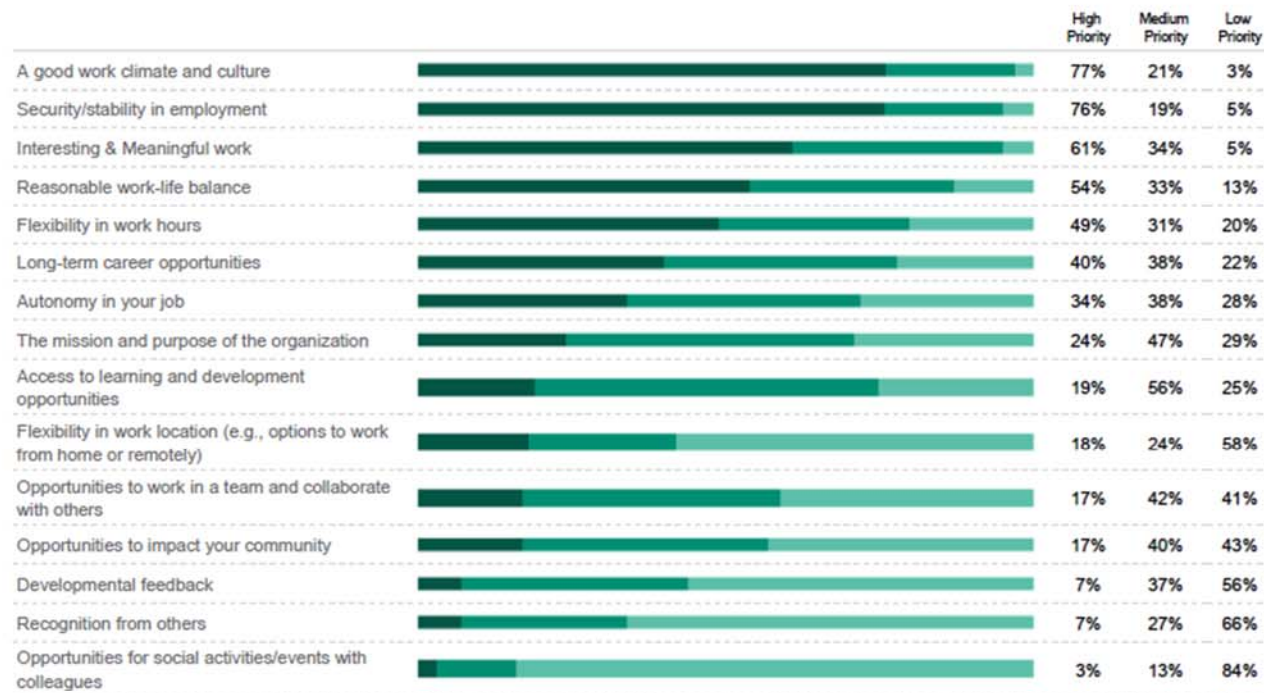
The chart displays the percentage of your respondents that ranked each benefit as a priority. Employees were asked to rank which benefits they value most (high priority, medium priority, or low priority). Respondents were forced to distribute their answers equally between all three priority level categories

LEGEND



REWARDS PRIORITY

## NON-FINANCIAL REWARDS



The chart displays the percentage of your respondents that ranked each benefit as a priority. Employees were asked to rank which benefits they value most (high priority, medium priority, or low priority). Respondents were forced to distribute their answers equally between all three priority level categories

LEGEND





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#### **ABOUT KORN FERRY**

Korn Ferry is a global organizational consulting firm. We help companies design their organization - the structure, the roles and responsibilities, as well as how they compensate, develop and motivate their people. As importantly, we help organizations select and hire the talent they need to execute their strategy. Our approximately 7,000 colleagues serve clients in more than 50 countries.



## Appendix E – Milliman State of Idaho Custom Compensation Survey

Milliman Client Report

# STATE OF IDAHO CUSTOM COMPENSATION SURVEY

October 16, 2018

Prepared by:  
Milliman, Inc.

1301 Fifth Avenue, Suite 3800  
Seattle, WA 98101-2646

Tel 206 504.5898  
Fax 206 342.8995



*This report has been prepared for the use of the State of Idaho and is a public record as set forth in Title 74, Chapter 1, Idaho Code. Third parties are not beneficiaries of this work product and Milliman assumes no duty or liability to said third parties who receive a copy. Milliman, Inc. agrees that this report may be appended to the State of Idaho FY 2020 Change in Employee Compensation & Benefits Report as allowed by the Consulting Services Agreement dated June 30, 2018.*

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**I. 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 survey of custom 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 of Idaho 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 are presented to the Division of Human Resources (“DHR”) for the State of Idaho.

### II. METHODOLOGY

Milliman's methodology in this study is consistent with our process last year 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 last year prior to the survey design. 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 are relevant this year as we utilized the same survey format and labor market definition.

#### *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. 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;

## Milliman Client Report

- ◆ Are available for comparison in the State's defined labor market.

A total of seventy-five (75) benchmark jobs are included in the custom survey representing approximately 4,000 employees within State classifications. The surveyed jobs are listed below.

Survey Job Code	Survey Job Title	Survey Job Code	Survey Job Title	Survey Job Code	Survey Job Title
101	Accounting Technician	308	Program Administrator	606	Nurse Manager (RN)
102	Disability Claims Adjudicator	309	Graphic Design Specialist	607	Welfare Services Technician
103	Grants Officer	310	Buyer	608	Welfare Clinician
104	Bank Examiner	311	Legal Assistant	609	Veterans Service Officer
105	Financial Management Analyst, Senior	312	Public Information Specialist	610	Workforce Specialist
106	Budget Manager	313	Public Information Officer	611	Health Education Specialist
107	Finance Department Director	314	Research Analyst	612	Health Program Manager
108	Training Specialist	315	Project Manager	701	Correctional Officer
109	Tax Compliance Officer	316	Library Assistant	702	Probation/Parole Officer
110	Tax Auditor, Senior	501	Custodian	703	Social Worker
201	Desktop Support Technician	502	Maintenance Craftsman	704	Youth Rehabilitation Specialist
202	Programmer/Analyst	503	HVAC Technician	705	Correctional Lieutenant
203	GIS Analyst	504	Mechanic	706	Correctional Manager
204	Network Analyst	505	Roadway Maintenance Technician	707	Fish & Game Officer, Senior
205	Web Developer	506	Water Resource Agent, Senior	708	Police Officer
206	Database Analyst	507	Parks & Recreation Ranger	709	Police Captain
207	Information Systems Manager	508	Parks & Recreation Manager	801	Wildlife Technician
208	IT Security Analyst, Senior	509	Carpenter	802	Environmental Health Specialist
301	Receptionist	510	Electrician	803	Scientist
302	Administrative Assistant	511	Plumber	804	Chemist, Senior
303	Shipping/Receiving Specialist	512	Building Superintendent	805	Forensic Scientist, Senior
304	Customer Service Representative	601	Dietary Aide	807	Engineer in Training (Civil)
305	Office Support Specialist	602	Registered Dietitian	808	Engineer (Technical)
306	Office Support Supervisor	603	Licensed Practical Nurse	809	Engineer (Civil)
307	Program Support Specialist	605	Registered Nurse	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 used the same group of peers from the prior year to invite for participation. The organizations invited to participate consisted of more than one-hundred (100) public and private sector organizations, at a roughly one to one ratio. A total of twenty-five (25) organizations replied to the survey. The custom survey participants are listed below.



**Survey Participants**

Ada County	Boise, ID	ON Semiconductor	Pocatello, ID
Bannock County	Pocatello, ID	Saint Alphonsus Health Systems	Boise, ID
Blue Cross of Idaho	Meridian, ID	Spokane Public Schools	Spokane, WA
Canyon County	Caldwell, ID	State of Montana	Helena, MT
City of Boise	Boise, ID	State of Nevada	Carson City, NV
City of Caldwell	Caldwell, ID	State of Oregon, Admin Services, CHRO	Salem, OR
City of Pocatello	Pocatello, ID	State of Utah, Dept of HR Mgmt (DHRM)	Salt Lake City, Utah
Clearwater County	Orofino, ID	State of Washington	Olympia, WA
Idaho National Laboratory	Idaho Falls, ID	State of Wyoming	Cheyenne, WY
Kootenai County	Coeur d'Alene, ID	Syringa Hospital & Clinics	Grangeville, ID
Kootenai Health	Coeur d'Alene, ID	Treasure Valley Family YMCA	Boise, ID
Kount	Boise, ID	Valley County	Cascade, ID
North Idaho College	Coeur d'Alene, ID		

*Data Collection and Analyses*

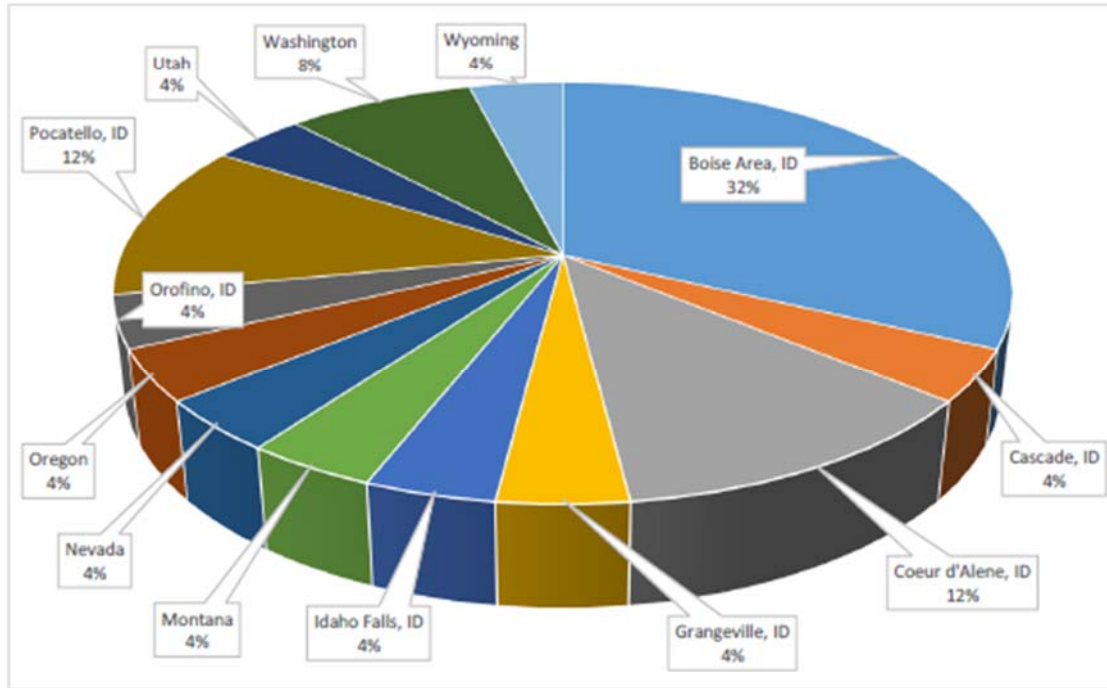
General guidelines have been incorporated into the compensation profession relative to how compensation surveys are conducted giving consideration to legal issues surrounding data collection. These guidelines include maintaining confidentiality of the data of all participating organizations and using a third party to conduct the survey. Use of 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.

## Milliman Client Report

- ◆ 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.
- ◆ 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.

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The following chart illustrates the participant demographics.



### *Data Effective Date*

All data in this report are effective as of **August 1, 2018**. Please note that select data (1) on the Compensation Summary have been geographically adjusted to reflect the Idaho state market.

- <sup>(1)</sup> Non-management jobs from surrounding states were geographically adjusted to reflect the Idaho state market. Management jobs were not adjusted as they are considered to be 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 considered to be the base state and data from the other states are adjusted comparable to the base. For instance, if the statewide average wage and income levels for another state are 2.3% above Idaho, the data collected from that state are decreased by 2.3% to be comparable to the State of Idaho's market. If another state indicates wage and income levels 3.8% below Idaho, data collected from that state are increased by 3.8%.

### *Development of survey questionnaire*

Milliman composed a draft of the questionnaire in order to adequately study various elements included in the survey. DHR then reviewed the questionnaire for any changes, modifications or revisions needed prior to distribution. The appendix includes the final survey questionnaire as presented to all survey invitees.

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### *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.

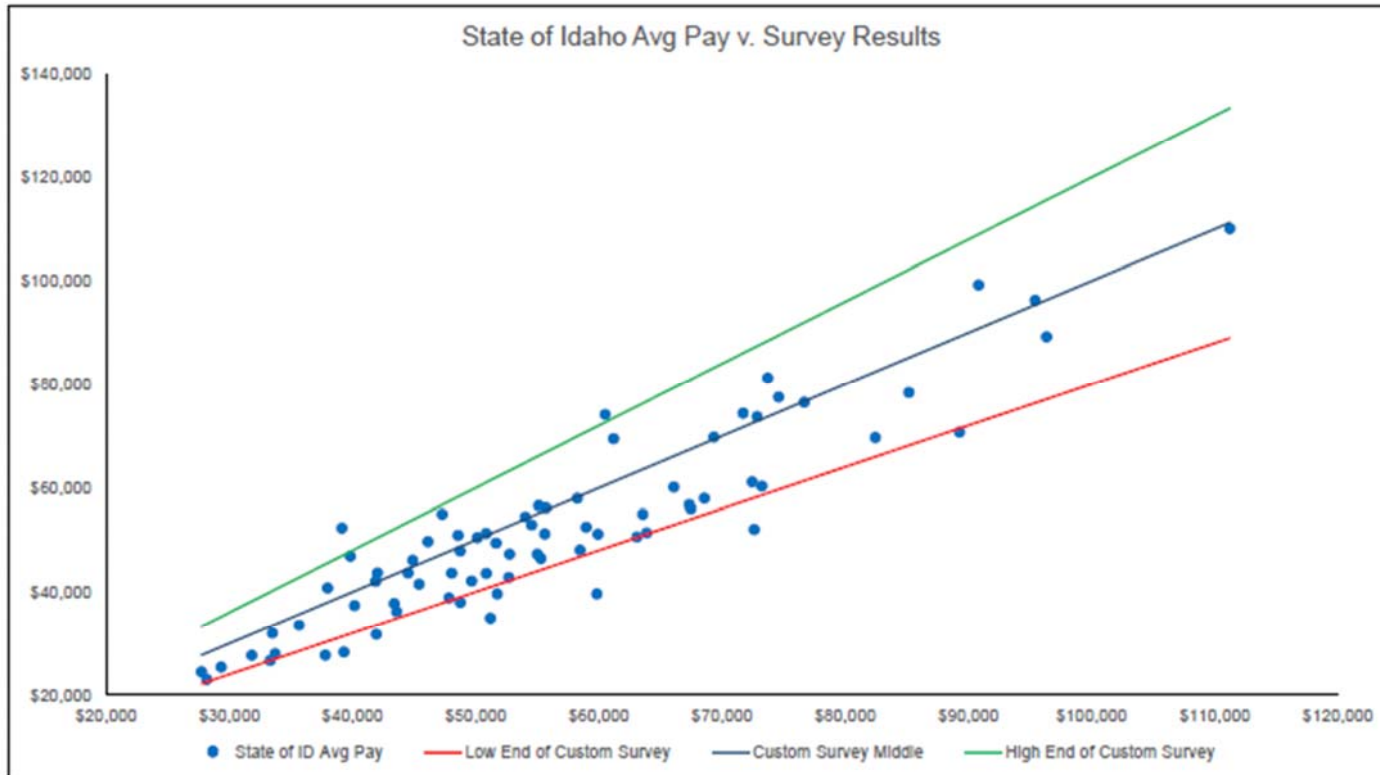


### III. FINDINGS AND OBSERVATIONS

#### BASE SALARY

- ◆ Using a targeted group of peer organizations, and gathered as of a common point in time, we compared the State's *actual* salary practice to the market. The base salaries at the State, on average, are 8% below the market median (the median is the statistical middle of the data set). This means the average of *actual* salaries (**not salary ranges**) of all employees in benchmark jobs is approximately 8% below the *actual* salaries in the market.
- ◆ Page 15 compares benchmark positions to the market. Care should be taken when comparing the overall position to market. Our findings of the State's overall competitive position (-8%) 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 8% below the market.
  - Our guideline is that public organizations should establish a practice to pay employees an *actual salary* within a "normal range" of base salary around the desired market point. In the public sector, and similar to the concept of a salary range, a "normal range" is usually established by considering an 80% to 120% range around the selected market data (e.g. market median); however, variations on this range can be implemented. This range allows for variations in compensation due to market factors, experience and performance, job complexity, and organizational values or strategies. Individual base salary levels should reflect these factors, meaning that high-performing individuals could be positioned in the upper half of the range and less-experienced individuals may be placed in the lower half of the range.
- ◆ The chart below indicates that actual salaries at the State for nearly all of the seventy-five benchmarks fall within the competitive range of the survey results. It is important to note that more jobs fall below (less competitive) the custom survey middle than fall above (more competitive) the custom survey middle.





## Milliman Client Report

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

### Survey Job Code

The 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 universities

### Base Pay

**25th %ile:** 25% of the participants pay below this value for this job and 75% pay above this value

**Median (50th %ile):** 50% of the participants pay below this value for this job and 50% pay above this value

**Average:** The simple average base pay for all participants reporting for this job

**75th %ile:** 75% of the participants pay below this value for this job and 25% pay above this value

### Pay Structure

The average and median values for the minimum and maximum of the pay structure (or the first and last step) the job is assigned to

### State of Idaho Avg Base Pay

The average base pay the State pays for each of the surveyed jobs

### State of Idaho % of Median Base

The State's average base pay divided by the survey median base pay, represented as a percentage for each surveyed job.

## Milliman Client Report

Survey Job Code	Survey Job Title	# of Orgs	# of Incumb	Base Pay				Pay Structure				State of Idaho	
				25th %ile	Median	Avg	75th %ile	Median Min	Avg Min	Median Max	Avg Max	Avg Base Pay	% of Median Base
101	Accounting Technician	22	467	\$33,488	\$35,638	\$39,275	\$46,303	\$32,755	\$32,638	\$40,839	\$48,544	\$33,550	94%
102	Disability Claims Adjudicator	6	159	\$43,504	\$50,103	\$49,659	\$54,427	\$40,981	\$37,512	\$61,618	\$68,245	\$50,461	101%
103	Grants Officer	9	336	\$46,353	\$47,257	\$50,717	\$56,160	\$37,797	\$41,875	\$62,298	\$69,251	\$54,949	116%
104	Bank Examiner	5	102	\$59,659	\$61,183	\$60,892	\$62,390	\$50,356	\$46,437	\$73,544	\$84,713	\$69,430	113%
105	Financial Management Analyst, Senior	9	427	\$56,520	\$60,486	\$70,621	\$81,894	\$52,204	\$54,506	\$68,360	\$76,154	\$74,110	123%
106	Budget Manager	10	65	\$74,709	\$85,152	\$82,803	\$93,099	\$70,741	\$69,978	\$99,590	\$94,828	\$78,373	92%
107	Finance Department Director	19	206	\$92,454	\$111,209	\$107,437	\$138,512	\$91,888	\$81,961	\$137,904	\$121,874	\$110,074	99%
108	Training Specialist	13	441	\$59,542	\$63,072	\$64,319	\$64,735	\$48,212	\$50,236	\$70,972	\$79,257	\$50,586	80%
109	Tax Compliance Officer	6	208	\$37,816	\$39,790	\$40,865	\$41,647	\$34,805	\$33,114	\$49,568	\$51,600	\$46,883	118%
110	Tax Auditor, Senior	10	300	\$49,900	\$55,087	\$55,904	\$63,077	\$43,595	\$44,740	\$71,071	\$75,316	\$56,597	103%
201	Desktop Support Technician	18	169	\$43,579	\$51,639	\$50,680	\$57,404	\$43,429	\$41,177	\$61,196	\$62,293	\$49,421	96%
202	Programmer/Analyst	17	542	\$67,000	\$72,594	\$72,954	\$77,369	\$56,937	\$57,124	\$83,103	\$88,554	\$52,042	72%
203	GIS Analyst	15	268	\$44,403	\$54,523	\$57,070	\$65,685	\$43,379	\$44,648	\$58,366	\$69,758	\$52,894	97%
204	Network Analyst	16	268	\$59,505	\$73,219	\$71,306	\$83,148	\$56,712	\$55,844	\$84,191	\$83,811	\$60,299	82%
205	Web Developer	13	226	\$59,885	\$68,544	\$69,439	\$76,909	\$54,974	\$54,218	\$77,022	\$84,377	\$58,011	85%
206	Database Analyst	16	357	\$66,910	\$72,837	\$76,923	\$83,996	\$59,003	\$61,220	\$85,454	\$96,550	\$73,694	101%
207	Information Systems Manager	21	108	\$88,261	\$96,329	\$99,784	\$106,384	\$81,120	\$78,819	\$111,728	\$118,209	\$89,232	93%
208	IT Security Analyst, Senior	11	157	\$70,222	\$82,423	\$81,661	\$94,333	\$62,576	\$62,157	\$98,054	\$100,800	\$69,659	85%
301	Receptionist	12	158	\$28,610	\$29,313	\$29,979	\$31,275	\$26,949	\$26,641	\$37,856	\$38,290	\$25,418	87%
302	Administrative Assistant	25	1,330	\$36,119	\$43,354	\$44,216	\$49,747	\$35,360	\$34,608	\$52,909	\$54,184	\$37,775	87%
303	Shipping/Receiving Specialist	14	226	\$32,079	\$33,289	\$38,218	\$43,565	\$29,404	\$29,647	\$45,397	\$46,971	\$28,666	80%
304	Customer Service Representative	18	1,020	\$29,224	\$31,796	\$31,940	\$33,925	\$27,933	\$27,179	\$38,522	\$40,352	\$27,664	87%
305	Office Support Specialist	20	2,624	\$30,571	\$33,695	\$35,311	\$37,820	\$28,298	\$28,853	\$42,758	\$42,785	\$27,976	83%
306	Office Support Supervisor	12	817	\$42,794	\$48,703	\$48,534	\$54,148	\$39,900	\$39,667	\$64,292	\$61,346	\$47,882	98%
307	Program Support Specialist	9	1,502	\$38,470	\$41,898	\$42,191	\$47,692	\$33,793	\$35,887	\$50,891	\$51,600	\$31,762	76%



## Milliman Client Report

Survey Job Code	Survey Job Title	# of Orgs	# of Incumb	Base Pay				Pay Structure				State of Idaho	
				25th %ile	Median	Avg	75th %ile	Median Min	Avg Min	Median Max	Avg Max	Avg Base Pay	% of Median Base
308	Program Administrator	12	596	\$49,693	\$54,974	\$57,629	\$57,278	\$39,644	\$42,266	\$74,877	\$86,076	\$47,278	86%
309	Graphic Design Specialist	15	57	\$44,521	\$48,729	\$52,074	\$52,504	\$37,433	\$38,795	\$58,980	\$63,797	\$37,960	78%
310	Buyer	14	147	\$47,135	\$52,670	\$54,483	\$54,441	\$40,694	\$42,850	\$63,851	\$74,220	\$42,827	81%
311	Legal Assistant	16	454	\$40,007	\$41,993	\$44,942	\$47,900	\$36,960	\$36,289	\$52,254	\$56,827	\$43,659	104%
312	Public Information Specialist	14	92	\$43,000	\$55,280	\$53,561	\$61,322	\$42,931	\$43,873	\$66,882	\$64,984	\$46,467	84%
313	Public Information Officer	15	208	\$59,624	\$72,427	\$69,014	\$81,541	\$55,512	\$56,187	\$81,206	\$83,929	\$61,131	84%
314	Research Analyst	13	178	\$47,634	\$58,954	\$58,231	\$62,807	\$44,450	\$45,778	\$74,577	\$77,148	\$52,458	89%
315	Project Manager	17	319	\$64,237	\$74,570	\$77,004	\$81,570	\$59,235	\$61,469	\$91,491	\$98,784	\$77,480	104%
316	Library Assistant	10	48	\$29,909	\$33,463	\$32,379	\$34,341	\$27,211	\$27,050	\$41,723	\$45,196	\$31,990	96%
501	Custodian	21	576	\$25,146	\$28,140	\$29,036	\$30,925	\$23,907	\$23,639	\$34,008	\$35,295	\$23,005	82%
502	Maintenance Craftsman	17	321	\$36,179	\$39,283	\$40,613	\$46,047	\$33,280	\$33,173	\$48,522	\$47,743	\$28,309	72%
503	HVAC Technician	15	136	\$47,557	\$51,722	\$53,367	\$56,687	\$40,832	\$41,130	\$57,926	\$61,066	\$39,624	77%
504	Mechanic	18	205	\$38,667	\$41,843	\$45,428	\$50,121	\$36,677	\$37,339	\$50,829	\$53,164	\$42,078	101%
505	Roadway Maintenance Technician	9	1,205	\$36,378	\$44,862	\$43,211	\$46,707	\$34,170	\$35,635	\$49,663	\$50,270	\$46,093	103%
506	Water Resource Agent, Senior	4	139	-	\$50,817	\$51,169	-	\$43,292	\$41,975	\$62,515	\$62,925	\$51,230	101%
507	Parks & Recreation Ranger	6	113	\$43,720	\$47,804	\$48,144	\$51,634	\$39,074	\$35,990	\$60,103	\$64,224	\$38,834	81%
508	Parks & Recreation Manager	12	102	\$60,043	\$63,856	\$63,191	\$66,726	\$54,038	\$54,601	\$72,818	\$78,142	\$51,397	80%
509	Carpenter	11	94	\$43,404	\$51,174	\$51,089	\$55,774	\$37,433	\$39,595	\$54,974	\$55,026	\$34,923	68%
510	Electrician	17	175	\$47,861	\$52,736	\$54,636	\$63,222	\$44,774	\$44,648	\$62,400	\$62,990	\$47,278	90%
511	Plumber	11	93	\$46,638	\$50,840	\$53,798	\$60,990	\$41,342	\$43,534	\$60,611	\$61,018	\$43,597	86%
512	Building Superintendent	10	25	\$52,229	\$59,810	\$63,177	\$81,090	\$52,991	\$55,974	\$79,474	\$77,071	\$39,645	66%
601	Dietary Aide	7	190	\$24,580	\$27,720	\$27,785	\$29,684	\$24,752	\$24,253	\$35,672	\$37,792	\$24,482	88%
602	Registered Dietitian	9	54	\$52,018	\$55,588	\$55,238	\$58,113	\$43,297	\$42,885	\$73,849	\$75,783	\$51,168	92%
603	Licensed Practical Nurse	12	542	\$37,856	\$45,387	\$44,421	\$50,198	\$34,860	\$34,472	\$52,166	\$53,309	\$41,496	91%
605	Registered Nurse	15	2,995	\$58,562	\$67,435	\$66,665	\$78,276	\$54,077	\$50,443	\$85,615	\$86,813	\$55,994	83%

## Milliman Client Report

Survey Job Code	Survey Job Title	# of Orgs	# of Incumb	Base Pay				Pay Structure				State of Idaho	
				25th %ile	Median	Avg	75th %ile	Median Min	Avg Min	Median Max	Avg Max	Avg Base Pay	% of Median Base
606	Nurse Manager (RN)	13	312	\$77,289	\$89,265	\$91,459	\$110,448	\$73,653	\$73,297	\$105,879	\$108,493	\$70,699	79%
607	Welfare Services Technician	4	477	-	\$37,773	\$38,239	-	\$35,578	\$34,622	\$45,198	\$45,759	\$27,706	73%
608	Welfare Clinician	6	194	\$49,951	\$54,001	\$53,962	\$54,397	\$49,294	\$49,122	\$64,317	\$71,348	\$54,413	101%
609	Veterans Service Officer	5	26	\$46,702	\$48,024	\$47,553	\$48,239	\$39,520	\$36,751	\$60,733	\$64,951	\$43,638	91%
610	Workforce Specialist	5	385	\$35,845	\$37,958	\$39,622	\$41,068	\$31,561	\$30,368	\$51,757	\$58,996	\$40,747	107%
611	Health Education Specialist	6	191	\$48,936	\$49,639	\$49,966	\$50,079	\$40,463	\$38,725	\$64,490	\$77,611	\$42,120	85%
612	Health Program Manager	5	132	\$53,502	\$63,544	\$68,062	\$67,815	\$54,329	\$53,304	\$80,972	\$93,538	\$54,933	86%
701	Correctional Officer	12	7,699	\$37,850	\$43,568	\$44,226	\$48,984	\$37,679	\$35,663	\$54,965	\$54,170	\$36,192	83%
702	Probation/Parole Officer	11	1,123	\$42,320	\$44,477	\$47,745	\$48,177	\$39,520	\$40,272	\$56,294	\$63,672	\$43,680	98%
703	Social Worker	11	2,205	\$43,744	\$46,093	\$49,401	\$54,989	\$42,303	\$40,820	\$63,336	\$68,989	\$49,670	108%
704	Youth Rehabilitation Specialist	7	267	\$36,782	\$39,107	\$42,656	\$45,752	\$36,342	\$36,167	\$50,356	\$49,967	\$52,291	134%
705	Correctional Lieutenant	9	286	\$54,703	\$66,066	\$66,119	\$75,673	\$55,219	\$54,488	\$80,336	\$80,868	\$60,112	91%
706	Correctional Manager	9	52	\$69,683	\$71,698	\$71,591	\$86,140	\$62,400	\$63,064	\$86,989	\$88,254	\$74,339	104%
707	Fish & Game Officer, Senior	6	231	\$52,471	\$58,236	\$57,808	\$62,038	\$45,831	\$41,725	\$70,264	\$72,675	\$57,990	100%
708	Police Officer	14	2,143	\$51,649	\$55,682	\$56,073	\$61,027	\$42,405	\$40,936	\$69,171	\$68,893	\$56,160	101%
709	Police Captain	14	76	\$79,609	\$90,810	\$91,314	\$96,492	\$79,639	\$81,413	\$106,067	\$108,632	\$99,216	109%
801	Wildlife Technician	4	174	-	\$40,143	\$40,038	-	\$32,342	\$31,055	\$48,933	\$54,761	\$37,357	93%
802	Environmental Health Specialist	5	14	\$54,852	\$58,446	\$52,796	\$59,270	\$41,653	\$38,395	\$71,210	\$74,255	\$48,069	82%
803	Scientist	4	46	-	\$67,322	\$73,793	-	\$47,051	\$52,076	\$77,060	\$101,382	\$56,763	84%
804	Chemist, Senior	8	104	\$54,969	\$59,908	\$65,241	\$64,883	\$48,124	\$49,714	\$72,252	\$85,881	\$51,106	85%
805	Forensic Scientist, Senior	5	105	\$65,973	\$73,703	\$73,785	\$74,511	\$56,150	\$51,172	\$84,345	\$91,238	\$81,203	110%
807	Engineer in Training (Civil)	8	152	\$45,611	\$48,547	\$49,307	\$53,425	\$43,680	\$44,631	\$63,858	\$64,073	\$50,898	105%
808	Engineer (Technical)	10	547	\$66,614	\$76,652	\$79,702	\$91,526	\$64,407	\$59,130	\$93,444	\$111,970	\$76,502	100%
809	Engineer (Civil)	9	378	\$67,979	\$69,320	\$73,337	\$70,595	\$56,937	\$56,740	\$90,666	\$93,820	\$69,742	101%
810	Engineering Manager	10	222	\$91,495	\$95,408	\$107,313	\$111,798	\$82,500	\$81,780	\$123,756	\$139,014	\$96,283	101%

MARKET PAY PRACTICES

Milliman additionally surveyed the different methodologies in the market pertaining to delivering pay increases. A summary of those findings is on the following page.



	Pay Practices					
	All Participants		Public Sector*		Private Sector*	
	Average	Median	Average	Median	Average	Median
Annual operating budget	\$3.0B	\$87.1M				
Number of FTEs	7,480	1,071				
Standard hours per year	2,081	2,080				
Average Percent of Base Pay Increase Budget, 2016	2.0%	2.0%	1.6%	2.0%	2.7%	2.9%
Average Percent of Base Pay Increase Budget, 2017	2.4%	3.0%	2.1%	2.0%	2.8%	3.0%
Average Percent of Base Pay Increase Budget, 2018	2.1%	2.1%	1.7%	2.0%	2.8%	3.0%
Average Percent of Base Pay Increase Budget, 2019 Projected	2.1%	3.0%	1.9%	2.8%	2.6%	3.0%
Percent Increase to Salary Structure, 2016	1.4%	1.9%				
Percent Increase to Salary Structure, 2017	1.8%	2.0%				
Percent Increase to Salary Structure, 2018	1.5%	2.0%				
Percent Increase to Salary Structure, 2019 Projected	1.1%	0.0%				
	Yes		% within Public Sector		% within Private Sector	
Utilize Cost of Living Adjustments	13		69%		22%	
Utilize Market Based Adjustments	15		56%		67%	
Utilize Performance (Merit) Based Adjustments	11		31%		64%	
Utilize Competency Based Adjustments	2		13%		0%	
Utilize Step Increases	12		50%		44%	
Shift Differential Pay	18					
Longevity Pay	10					
Multiple Salary Structures	14					
Professional Certification Pay	14					

\* Only selected data could be reported by sector due to small sample size in the private sector

**APPENDIX: SURVEY QUESTIONNAIRE**

Pages 21 – 41 contain the survey questionnaire sent to participants and tabulated by Milliman.



**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 seventy-five (75) 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, 2018. All required data forms are included within the workbook.

<b>Benchmark Job Titles</b>					
<b>Finance / Human Resources / Tax</b>					
101	Accounting Technician	105	Financial Management Analyst, Senior	108	Training Specialist
102	Disability Claims Adjudicator	106	Budget Manager	109	Tax Compliance Officer
103	Grants Officer	107	Finance Department Director	110	Tax Auditor, Senior
104	Bank Examiner				
<b>Information Technology</b>					
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		
<b>General Administration</b>					
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				

## Milliman Client Report

### Public Works / Operations / Parks & Recreation

501	Custodian	505	Roadway Maintenance Technician	509	Carpenter
502	Maintenance Craftsman	506	Water Resource Agent, Senior	510	Electrician
503	HVAC Technician	507	Parks & Recreation Ranger	511	Plumber
504	Mechanic	508	Parks & Recreation Manager	512	Building Superintendent

### Health & Welfare

601	Dietary Aide	606	Nurse Manager (RN)	610	Workforce Specialist
602	Registered Dietitian	607	Welfare Services Technician	611	Health Education Specialist
603	Licensed Practical Nurse	608	Welfare Clinician	612	Health Program Manager
605	Registered Nurse	609	Veterans Service Officer		

### Public Safety

701	Correctional Officer	704	Youth Rehabilitation Specialist	707	Fish & Game Officer, Senior
702	Probation/Parole Officer	705	Correctional Lieutenant	708	Police Officer
703	Social Worker	706	Correctional Manager	709	Police Captain

### Environmental Services / Agriculture / Engineering

801	Wildlife Technician	804	Chemist, Senior	808	Engineer (Technical)
802	Environmental Health Specialist	805	Forensic Scientist, Senior	809	Engineer (Civil)
803	Scientist	807	Engineer in Training (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 14, 2018 by email to Tu-Anh Dinh ([tuanh.dinh@milliman.com](mailto:tuanh.dinh@milliman.com)).

#### Contact

If you have questions while completing the survey, please contact Tu-Anh at 208.504.5845 or email her at [tuanh.dinh@milliman.com](mailto:tuanh.dinh@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.



## Milliman Client Report

### 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, 2018. 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, 2018).

#### Salary Range

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

#### FLSA Status

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

#### Other Cash Compensation (non-bonus)

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

#### Bonus/Incentive Eligible

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

#### Performance-Based Bonus

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

#### Last Bonus/Incentive Amount Paid

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

#### Bonus/Incentive Maximum Amount

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



Compensation Survey  
Invited Participants

Public Sector Entities Invited to Participate

Ada County	City of Twin Falls	State of Montana
Bannock County	Civilian Department of Defense	State of Nevada
Bingham County	Clearwater County	State of Oregon
Blackfoot School District #55	Coeur d'Alene School District #271	State of Utah
Boise School District #1	East Valley #361 (Spokane area)	State of Washington
Bonneville County	Federal Deposit Insurance Corporation (FDIC)	State of Wyoming
Bonneville Joint School District #93	Gonzaga University	The College of Idaho
Caldwell School District #132	Idaho Falls School District #91	Twin Falls County
Canyon County	Kootenai County	Twin Falls School District #411
Central Valley #358 (Spokane area)	Kootenai School District #274	U.S. Bureau of Land Management
City of Blackfoot	Lewiston Independent School District #1	U.S. Forest Service
City of Boise	Nampa School District #131	U.S. Geological Survey
City of Caldwell	National Resources Conservation	U.S. Health & Human Services Department
City of Coeur d'Alene	Nez Perce County	USDA Farm Service Agency, WA (Spokane)
City of Idaho Falls	Nez Perce Tribal Executive Committee	USDA Farm Service Agency, ID (Boise)
City of Lewiston	Nezperce Joint School District #302	Valley County
City of Meridian	North Idaho College	Veterans Administration & Hospital
City of Nampa	Northwest Nazarene University	Washington State University
City of Orofino	Orofino Joint School District #171	West Ada School District #2
City of Pocatello	Pocatello/Chubbuck School District #25	West Valley #363 (Spokane area)
City of Spokane	Spokane #81 (Spokane area)	Whitworth University
City of Spokane Valley	Spokane County	



## Milliman Client Report

### Private Sector Organizations Invited to Participate

Adecco USA	ESI Construction	POWER Engineers, Incorporated
Albertsons (AB Acquisition LLC)	Fisher's Technology	Providence Holy Family Hospital
Amalgamated Sugar Co LLC	Glanbia Foods	Qualfon Data Services Group LLC
Aspire Human Services	Hagadone Hospitality Co	Regence BlueShield of Idaho
Basic American Foods	Hewlett Packard	Ridley's Food Corp
Battelle Energy Alliance LLC	Idaho Central Credit Union	Soentsy Inc.
Bechtel Marine Propulsion Corp.	Idaho Forest Group	Silverwood Inc
Bingham Memorial Hospital	Idaho National Laboratory Inl	Sorrento Lactalis Inc
Blue Cross of Idaho	Idaho Power Company	St. Alphonsus Health System
Bodybuilding.com, LLC	Idahoan Foods LLC	St. Luke's Health System, Ltd.
Boise Cascade	J.R. Simplot Co	Stinker Stores
Broulim's Super Market, Inc.	Jacksons Food Stores Inc	Syringa Networks, LLC
CH2M	Kootenai Medical Center	Treasure Valley YMCA
Chobani Idaho LLC	Kount	US Bank
Clearwater Analytics, LLC	Melaleuca Inc	Valley Hospital
D&B Supply Co.	Monsanto Company	WDS Global
Deaconess Hospital	Mountain View Hospital, LLC	Wells Fargo Bank
Delta Dental of Idaho	ON Semiconductor	West Valley Medical Center
Dickinson Frozen Foods Inc	Personnel Plus Inc	Woodgrain Millwork Inc
Eastern Idaho Health Services	Portneuf Medical Center	



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	2016	2017	2018	2019 projected
Average percent base pay increase budgeted for last three years				
Percent increase to salary structure for last three years				

Milliman Client Report

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?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
If yes (shift pay), please explain.						
Do you offer pay for longevity?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
If yes (longevity pay), please explain.						
Do you utilize more than one salary structure?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
If yes (multiple structures), please explain.						
Do you pay for professional certifications?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
Do you pay for the cost of obtaining the certification?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
Do you offer additional pay once certified?	<input type="checkbox"/> Yes	<input type="checkbox"/> No				
If yes (additional pay), please explain.						



Compensation Survey  
Job Descriptions

Survey Job Code	Title/Description	Qualifications
101	<b>Accounting Technician</b> Paraprofessional bookkeeping work. Prepares and processes a variety of accounting documents and transactions, and maintains accounts. Accounting specialty may focus on accounts payable, accounts receivable, collections, revenues, taxes, audit research and other related accounting tasks. Reviews documents for completeness and accuracy, performs adjustments to data and accounts, and develops and prepares ad hoc reports for use by management.	Typically requires an Associate's degree and one to two years of relevant work experience.
102	<b>Disability Claims Adjudicator</b> Journey-level work evaluating medical evidence, psychological, vocational, educational and social information to determine primary disability diagnosis in compliance with Social Security Administration policy under Title II and Title XVI of the Social Security Act; reviews disability claims to continue benefits.	Typically requires a Bachelor's degree and one year of relevant work experience.
103	<b>Grants Officer</b> Journey-level work in the financial administration of grant awards. Reviews and monitors expenditures to ensure they are in compliance with grant requirements. Analyzes, evaluates and approves requests for reimbursement from grantees. May conduct site visits. Provides technical assistance to grant applicants and grant holders. Prepares reports regarding grant funding and expenditures.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
104	<b>Bank Examiner</b> Journey-level work involving the examination of financial records of banks within the state. Reviews all factors bearing on banking compliance with state and federal law. Verifies the accuracy and integrity of accounting processes and procedures, prepares audit reports, and participates in pre-audit and post-audit conferences with client officials and administrative personnel.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
105	<b>Financial Management Analyst, Senior</b> Analyzes program and public policies; develops, implements, and coordinates policy improvement initiatives; and plans and recommends organization structure and controls for financial management and related operations of state government. Identifies, synthesizes diverse cultural, social, organizational and technical processes. Conducts public policy and issues analyses from a financial impact perspective. Conducts program evaluations. Provides departmental technical assistance and training. Provides direction to lower level analysts.	Typically requires a Bachelor's degree and two to four years of relevant work experience.



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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
109 Tax Compliance Officer	Investigates, collects and enforces payment of delinquent tax liabilities. Provides taxpayer assistance and education. Contacts taxpayers and their representatives and advises them of tax liabilities, laws and filing requirements. Negotiates payment, compromise, and closing agreements. Attaches real property on tax liabilities and handles avoidance cases. May mentor and assist other compliance officers.	Typically requires an Associate'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.



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<b>202 Programmer/Analyst</b>	Journey-level programming and analysis work performing all aspects of development, testing, and implementation of new applications programs. Analyzes and critiques computer programs and systems, and develops new programs. Reviews users requests for new or modified computer programs to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Configures plan outlining steps required to develop program, using structured analysis and design. Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
<b>203 GIS Analyst</b>	Journey-level work interpreting and preparing information for data conversion and maintenance procedures of a wide variety of GIS themes. Maintains the geographic database and performs updates and edits. Prepares maps and data records as necessary for quality assurance procedures or in response to internal and external customer service data and mapping requests. Reviews, evaluates and verifies mapping data or themes 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.
<b>204 Network Analyst</b>	Journey-level network administration work in the planning, design, installation, security, and management of an integrated, geographically dispersed information processing network comprised of multiple hardware platforms, information resources, communications protocols, and physical network topologies. May define parameters for configurations, and determine system growth rates and capacity requirements for software, hardware, and information processing options.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
<b>205 Web Developer</b>	Journey-level professional work establishing policies and procedures for publishing Web pages and applications. Develops and oversees website design and creation. Plans, designs, evaluates, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Applies knowledge of programming techniques and computer internet systems.	Typically requires a Bachelor's degree and two to four years of relevant work experience.
<b>206 Database Analyst</b>	Journey-level database administration, providing service and continuous availability for database users on a large mainframe server. Designs, develops, installs, and tests new and enhanced database systems. Ensures compatibility and efficiency of database applications. Oversees and enforces standards and procedures for use, backup, and recovery of data. Ensures preparation of project phase plans, schedules, and cost estimates. Trains staff in data cataloging and library procedures. Ensures security of databases and supporting production software. Consults on design of other operating or applications systems. Consults with and advises top management on database systems.	Typically requires a Bachelor's degree and one to two years of relevant work experience.

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207	<b>Information Systems Manager</b>	Manages and directs all information technology activities in a large agency/organization a large information technology function in a centralized information technology organization. Exercises direct supervision over supervisors, professional, technical, and support staff and oversees contract work. Reviews and monitors information technology policies, procedures, and standards. Monitors compliance with governmental regulations and statutes. Prepares budget and participates in organization wide information technology planning activities.	Typically requires a Bachelor's degree and management level experience.
208	<b>IT Security Analyst, Senior</b>	Develops and implements policies and procedures for security and disaster recovery. Analyzes business requirements and assists other IT staff in the integration of these requirements. Ensures all applications incorporate disaster recovery procedures. Develops and oversees security education and awareness programs throughout the organization. Audits security access control design practices to ensure adherence to policies and procedures. Assists outside auditors. Evaluates legislation, regulations, and industry practices and provide technical expertise and project leadership to other IT staff.	Typically requires a Bachelor's degree and three to four years of relevant work experience.
301	<b>Receptionist</b>	Provides front-line customer service in person and by telephone to refer customers to appropriate office or staff. Asks for customer's name, arranges for appointment with or notifies person called upon of customer's arrival, guides caller to destination, and records name, time of call, nature of business, and person called upon.	Typically requires a high school diploma or equivalent and six months of relevant work experience.
302	<b>Administrative Assistant</b>	Performs highly responsible and complex administrative support work requiring broad organizational knowledge and the interpretation and application of agency policies, rules, and regulations. Provides confidential, secretarial support to an agency director or deputy by working independently on delegated tasks. Prepares special reports and may resolve procedural, scheduling, and other non-policy matters on behalf of the executive. May exercise project-specific supervision over staff as necessary.	Typically requires a high school diploma or equivalent and one year of relevant work experience.
303	<b>Shipping/Receiving Specialist</b>	Ship, receive, and deliver supplies, materials and equipment, and maintain inventory control and records in a State warehouse.	Typically requires a high school diploma or equivalent and three months of relevant work experience.
304	<b>Customer Service Representative</b>	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	<b>Office Support Specialist</b>	Performs office support or secretarial functions which require an in-depth knowledge of assigned program or department. Performs complex computer operations. Composes correspondence. Creates, reviews, and processes documents and records. Identifies and corrects errors and omissions on documents received from staff, departments and/or the public. Maintains records. Schedules appointments, makes travel arrangements, and maintains calendars for supervisor and staff.	Typically requires a high school diploma or equivalent and six months of relevant work experience.

## Milliman Client Report

306	<b>Office Support Supervisor</b>	Supervise support staff of multiple work units which may include lower level supervisors. Ensure effective work flow, operational consistency, and integration of work units. Evaluates, trains, and directs support. Determines training needs and recommends training programs. Serve as a program/department expert which requires in-depth knowledge and independent judgment in the application and interpretation of rules, regulations, policies, and procedures. Develops and implements new methods, procedures, or strategies to solve work problems and improve productivity. Assesses office needs and makes recommendations to management regarding equipment, space, and staff requirements.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
307	<b>Program Support Specialist</b>	Provides a variety of high level program support functions. Reviews and processes documents. Determines and explains compliance with laws, rules, regulations and policies and takes appropriate action. Maintains a manual or computerized records system. Gathers information, make decisions, resolve problems, and respond to inquiries. Conducts involved searches which may require accessing and selecting multiple information sources or contact with clients, vendors, or outside sources to obtain information. Performs specialized support work that involves an extensive knowledge of the program/department.	Typically requires an Associate's degree and one to two years of relevant work experience.
308	<b>Program Administrator</b>	Develops, implements, and manages a specific program within the department or office. Coordinates planning and project management activities. Respond to questions and requests for information. Provides training on program objectives. Develops and maintains cooperative relationships with State, local, and private agencies. May supervise subordinate staff in carrying out program objectives.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
309	<b>Graphic Design Specialist</b>	Journey-level work in the design and production of printed publications and visual materials. Designing layouts, selects text, incorporates photographs, and creates illustrations. Creates visual artwork for use in television productions or print media using computer video-graphics and conventional art techniques.	Typically requires a Bachelor's degree or equivalent work experience.
310	<b>Buyer</b>	Compiles the necessary information and takes independent action to procure supplies, materials, equipment and services. Prepares specifications and invitations to bid, reviews and evaluates bids, and makes award recommendations in accordance with legal requirements. Resolves vendor-user conflicts, negotiates contracts and issues emergency purchase authorizations. Conducts research and performs value and life-cycle costing analysis.	Typically requires a Bachelor's degree or equivalent work experience.
311	<b>Legal Assistant</b>	Provides support to attorneys by conducting research and assembling legal materials for working files used in docketing cases. Reviews routine petitions regarding administrative appeals and prepares appropriate draft pleadings. Schedules depositions, prepares exhibits for court cases, and maintains confidential legal files. Assists attorneys in ensuring that deadlines are met for filing various court actions, and may file orders, judgments, pleadings, briefs and other documents on behalf of an attorney.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.



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312	<b>Public Information Specialist</b>	Performs public information activities in support of a department's operations and public relations. Writes and distributes routine news releases covering appointments, programs, meetings, and scheduled events. Writes routine speeches and program scripts. Develops and maintains a variety of media contacts. Drafts responses and provides information to media and the public. Makes public presentations and represents the department at meetings and conferences. Researches background data and interview sources. Coordinates the work of consultants and vendors. Provides input for department public relations goals and priorities.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
313	<b>Public Information Officer</b>	Performs professional public information work by developing and writing news releases, feature stories, pamphlets, brochures, radio and television scripts, and other articles for an organization. Conducts research to verify reliability of material to be published. Conducts interviews to secure information. Answers inquiries about organizational activities. Arranges promotional photographs. Serves as an internal public relations consultant to administrators.	Typically requires a Bachelor's degree and one year of relevant work experience.
314	<b>Research Analyst</b>	Professional journey-level work applying advanced statistical methods and procedures. Develops and designs models. Collects, compiles, analyzes and interprets results of qualitative and quantitative data. Prepares findings and conclusions.	Typically requires a Bachelor's degree and one to two years of relevant work experience.
315	<b>Project Manager</b>	Develops project goals, work plans, timelines, implementation strategies, and evaluation methods for projects that have organization wide impact. Identifies key stakeholders, develop and implement strategies to encourage and obtain stakeholder and/or community awareness and support, and identify project partners. Identifies and coordinates with program committees and advisory groups. Administers project budgets, authorizes expenditures, develops and monitors contracts. Coordinates publicity and develops informational materials. Provides direction to project team.	Typically requires a Bachelor's degree and management level experience.
316	<b>Library Assistant</b>	Paraprofessional library work, with review for adherence to established practices and for results, consisting of advanced technical activities within a library unit. Conducts bibliographic searches. Corrects or updates information on local files/record systems. Provides information regarding locations or availability of material, resources, and services. May work with specialized collections such as Braille, science, medicine, etc.	Typically requires an Associate's degree and one to two years of relevant work experience.
501	<b>Custodian</b>	Performs heavy-duty cleaning in hospitals, locker rooms, classrooms, dormitories, lavatories, or other areas. Cleans and shampoos carpets, strips and re-waxes floors, empties trash, dusts, and cleans walls, windows, bathrooms, and other general use areas. Changes light bulbs and maintains a small supply closet. Sets up equipment for special events and services cleaning equipment.	Typically requires six months of relevant work experience.

## Milliman Client Report

502 Maintenance Craftsman	Performs semi-skilled work in such areas as carpentry, electrical, plumbing, heating and air conditioning, and equipment repair. Assists journeyman electricians in new installations. Maintains and repairs plumbing fixtures and systems. Assists journeyman plumbers in the installation and remodeling of plumbing systems. Maintains and repairs heating, ventilating, and air conditioning systems. Monitors boiler room by reading gauges for pressure and records in log book. Checks and repairs leaks in heating/cooling systems. Replaces thermostats, control and zone valves and power heads. Changes and washes filters.	Typically requires six months of relevant work experience.
503 HVAC Technician	Journey-level skilled work associated with the construction, maintenance, and repair of air-conditioning systems and associated air handling, chilled water distribution, and pneumatic control mechanisms. Maintains refrigeration units and their control systems. Performs preventive maintenance and identifies the cause of the problem. Determines the materials and tools needed, the method of repair, and independently completes repairs.	Typically requires a high school diploma or equivalent and three to four years of relevant work experience.
504 Mechanic	Journey-level work repairing and maintaining motorized vehicles and related equipment. Tunes gas and diesel engines, diagnoses problems, disassembles units, replaces parts, and reassembles units in various automotive systems. Repairs and maintains the following components: braking, cooling, electrical, exhaust and emissions control, heating and air conditioning, hydraulic and air, steering, and suspension systems.	Typically requires three to four years of relevant work experience.
505 Roadway Maintenance Technician	Advanced journey-level technical highway and engineering work in multiple areas of responsibility. Utilizes highway plans and specifications, maps, aerial photographs, GPS and GIS data for highway maintenance or engineering activities. Performs the following activities: construction inspection, roadway maintenance, pavement analysis, materials testing, traffic services, vegetation management, bridge inspection, survey, and design. Coordinates with various outside agencies in computing, checking, and verifying quantities, materials, costs, and final contractor payments. May direct others in one or more phases of a highway construction or maintenance project.	Typically requires one to two years of relevant work experience.
506 Water Resource Agent, Senior	Implements state water laws and provides technical assistance to the public. Conducts scientific field examinations to measure rate of water diversion and determine location, method, purpose and frequency of appropriation to establish extent of beneficial use. Interprets legal descriptions, survey plats, aerial photographs and maps to locate points of diversion and places of use. Evaluates new-use applications, amendments, transfers and adjudication claims pertaining to water appropriations and recommends appropriate action. Reviews various department regulations for impact on natural resources, technical correctness, and compliance with state and federal laws and regulations and department policies.	Typically requires an Associate's degree and two to three years of relevant work experience.



## Milliman Client Report

502	<b>Maintenance Craftsman</b>	Performs semi-skilled work in such areas as carpentry, electrical, plumbing, heating and air conditioning, and equipment repair. Assists journeyman electricians in new installations. Maintains and repairs plumbing fixtures and systems. Assists journeyman plumbers in the installation and remodeling of plumbing systems. Maintains and repairs heating, ventilating, and air conditioning systems. Monitors boiler room by reading gauges for pressure and records in log book. Checks and repairs leaks in heating/cooling systems. Replaces thermostats, control and zone valves and power heads. Changes and washes filters.	Typically requires six months of relevant work experience.
503	<b>HVAC Technician</b>	Journey-level skilled work associated with the construction, maintenance, and repair of air-conditioning systems and associated air handling, chilled water distribution, and pneumatic control mechanisms. Maintains refrigeration units and their control systems. Performs preventive maintenance and identifies the cause of the problem. Determines the materials and tools needed, the method of repair, and independently completes repairs.	Typically requires a high school diploma or equivalent and three to four years of relevant work experience.
504	<b>Mechanic</b>	Journey-level work repairing and maintaining motorized vehicles and related equipment. Tunes gas and diesel engines, diagnoses problems, disassembles units, replaces parts, and reassembles units in various automotive systems. Repairs and maintains the following components: braking, cooling, electrical, exhaust and emissions control, heating and air conditioning, hydraulic and air, steering, and suspension systems.	Typically requires three to four years of relevant work experience.
505	<b>Roadway Maintenance Technician</b>	Advanced journey-level technical highway and engineering work in multiple areas of responsibility. Utilizes highway plans and specifications, maps, aerial photographs, GPS and GIS data for highway maintenance or engineering activities. Performs the following activities: construction inspection, roadway maintenance, pavement analysis, materials testing, traffic services, vegetation management, bridge inspection, survey, and design. Coordinates with various outside agencies in computing, checking, and verifying quantities, materials, costs, and final contractor payments. May direct others in one or more phases of a highway construction or maintenance project.	Typically requires one to two years of relevant work experience.
506	<b>Water Resource Agent, Senior</b>	Implements state water laws and provides technical assistance to the public. Conducts scientific field examinations to measure rate of water diversion and determine location, method, purpose and frequency of appropriation to establish extent of beneficial use. Interprets legal descriptions, survey plats, aerial photographs and maps to locate points of diversion and places of use. Evaluates new-use applications, amendments, transfers and adjudication claims pertaining to water appropriations and recommends appropriate action. Reviews various department regulations for impact on natural resources, technical correctness, and compliance with state and federal laws and regulations and department policies.	Typically requires an Associate's degree and two to three years of relevant work experience.
507	<b>Parks &amp; Recreation Ranger</b>	Journey-level work in a state park or historic site providing education and information services. Maintains park facilities and grounds areas and ensures compliance with park rules and regulations. Works with other park staff to hire, train, schedule, and supervise seasonal employees and volunteers. Prepares and maintains reports, expense transmittals, records, logs, and inventories. Purchases supplies and materials. Prepares research reports and procedure manuals. Represents the department at meetings with the public, user and/or special interest groups and partner agencies.	Typically requires completion of Law Enforcement training as mandated in state statute.

## Milliman Client Report

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

## Milliman Client Report

605	<b>Registered Nurse</b>	Journey-level professional direct patient care and treatment to patients or residents. Plans and implements patient care plans. Evaluates responses to treatment and maintains comprehensive patient care records. Administers legally prescribed medications within the scope of state law. May supervise staff as assigned.	Requires licensure to practice as a Registered Nurse.
606	<b>Nurse Manager (RN)</b>	Supervises nursing staff and ensures quality management. Provides consultation and liaison with staff, health care providers, and the community. Evaluates staff performance. Plans, organizes, and supervises nursing programs. Identifies partnerships or resource sharing opportunities. Develops and oversees contractual agreements for services. Utilizes considerable knowledge of applicable state and federal laws and regulations. Ensures compliance with and monitoring of the appropriate standards. Ensures information is distributed and training is conducted to internal and external individuals or groups.	Requires licensure to practice as a Registered Nurse and one year of relevant supervisory experience.
607	<b>Welfare Services Technician</b>	Provides treatment and support services for clients by instructing homemaking, daily living and job attainment skills such as money/budgeting, parenting, personal hygiene, and social skills. Manages and monitors client maladaptive behavior, follow-through and achievement of goals and agreements and ensures access to services. Serves as a client advocate in meetings and with service providers. Acts as a role model and monitors family and child visits and report observations. Collects data and arranges for support services.	Typically requires a high school diploma and six months of relevant work experience.
608	<b>Welfare Clinician</b>	Provides assessment, multifaceted clinical therapy and/or rehabilitative services to clients and families. Preparing findings, diagnostic impressions, diagnosis, and recommendations. Selects, scores, administers, and interprets psychological tests. Presents assessment results to multidisciplinary team. Participates in treatment planning. Provides forensic services. Designs and implements training. Coordinates program with other service providers and community organizations. Provides client, family, and community education services.	Typically requires a Master's degree and one year of relevant work experience.
609	<b>Veterans Service Officer</b>	Provides technical assistance to veterans and their dependents in obtaining entitled veteran benefits and provide training, information, and liaison to veteran service staff and affiliated organizations. Reviews benefit applications to ensure compliance with federal and state laws governing veteran benefits. Provides input to develop program goals, priorities, and budgets. Authorizes expenditures from the Veteran's Emergency Relief Program. Obtains power-of-attorney and represents claimants. Refers denied claims to appropriate national office for administrative review. Maintains records of case reviews for statistical accounting and follow-up.	Typically requires a high school diploma or equivalent and two to three years of relevant work experience.
610	<b>Workforce Specialist</b>	Journey-level work in providing employment counseling to individuals with job placement problems by assisting with occupational choices and developing realistic vocational goals. Provides client assessment through the use of specialized tests, personality profiles, education, work history, medical considerations, and family needs. Refers clients to training and educational programs as necessary. Writes and updates plans of service, and provides ongoing monitoring of client's progress.	Typically requires a high school diploma and one year of relevant work experience.



## Milliman Client Report

<b>611 Health Education Specialist</b>	Professional level work planning, implementing, and conducting health promotion and public health education programs for individuals, groups and the community. Develops program materials and makes presentations regarding program activities.	Typically requires a Bachelor's degree and one year of relevant work experience.
<b>612 Health Program Manager</b>	Develops, implements, and evaluates the organization's health program activities. Develops project plans, policies, and contract proposals. Developing data collection and analysis strategies for utilization patterns and needs assessment. Develops and monitors service/contract agreements and ensures quality assurance. Conducting site reviews to evaluate compliance with state and federal regulations. Identifies problem areas and recommends solutions. Trains and provides technical assistance and information to contractors, physicians, health professionals, and the public. Makes presentations to providers and community organizations. May secure funding from grants and private contributors.	Typically requires a Bachelor's degree and two to three years of relevant work experience.
<b>701 Correctional Officer</b>	Journey-level security work in a correctional institution. Ensures security and maintains order by escorting inmates within and outside the institution. Conducts searches of inmates to control contraband. Inspects inmate living quarters to ensure cleanliness and sanitation. Stands watch on an armed post. Patrols grounds and participates in inmate counts.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires two years of relevant work experience or post high school education.
<b>702 Probation/Parole Officer</b>	Journey-level work providing professional correctional work involving juvenile or adult probationers and/or parolees. Conducts presentence 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.
<b>703 Social Worker</b>	Journey-level work performing professional licensed social services or clinical social services. Applies social work principles to investigate, protect and provide social service intervention to children and families having problems with neglect, abuse, delinquency or other social problems. Prepares case assessments and designs case plans. Evaluates progress of client and families. Monitors placements and prepares court and other reports for foster care, adoption, or other social evaluations. Maintains case files.	Requires licensure to practice as a Licensed Clinical Social Worker. In addition, typically requires a Bachelor's degree.
<b>704 Youth Rehabilitation Specialist</b>	Counsels and supervises severely delinquent youth. Controls physically hostile and aggressive youth who may present a hazard to life and property. Instructs youth in peer-counseling methods and guides peer-group interaction to identify and resolve personal, behavioral, and social problems. Conducts individual and group therapy and assesses youth treatment progress. Develops and implements individual and group treatment programs. Evaluates treatment data and records. Consults with staff regarding youth behavior, special needs, and adjustment problems. Explains treatment programs and goals to staff and ensures use of appropriate intervention methods. Trains staff in therapeutic intervention methods. Serves as youth advocate and provides liaison with judicial, community, and family representatives. Maintains security and safety of youth. Unusual work hours are required as well as availability to respond to emergency situations within 30 minutes.	Typically requires a Bachelor's degree and one to two years of relevant work experience. Must become certified by the Peace Officer Standards and Training (POST) Academy.

## Milliman Client Report

705	<b>Correctional Lieutenant</b>	Supervisor over officers who maintain order and direct the conduct of inmates in a correctional institution. Schedules and assigns work to officers. Provides staff training to ensure consistent enforcement of rules and application of standard operating procedures. Evaluates officer performance. Recommends department plans and policies.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires one year of relevant supervisory level experience.
706	<b>Correctional Manager</b>	Manages community-based correctional facilities and associated programs, or a combination of major programs such as security, rehabilitation and treatment, and/or operations in a state correctional facility. Forecasts, develops and controls multiple program and department budgets and develops department goals. Ensures the civil rights of offenders are provided for and protected. Mediates conflicts between internal and external organizations and individuals. Manages contracts with service providers. Maintains a close relationship with law enforcement agencies, courts, Parole Commission, and/or Interstate Compact. Subject to 24-hour emergency call-back.	Requires completion of Law Enforcement training as mandated in state statute. In addition, typically requires a Bachelor's Degree or relevant management level experience.
707	<b>Fish &amp; Game Officer, Senior</b>	Journey-level professional law enforcement work in the area of fish and game management. Patrols large, often remote geographical areas for violations of game, fish, and watercraft laws or accidents. Issues citations, secures complaints, conducts investigations, makes arrests, writes reports and testifies in court. Collect data on fish and wildlife populations. Sell licenses and provide information to the public.	Typically requires permanent status as a Conservation Officer or one year of relevant work experience as a sworn peace officer.
708	<b>Police Officer</b>	Journey-level work enforcing motor vehicle traffic laws and all criminal laws through ground patrols. Conducts criminal investigations. Patrols the streets and highways for the purpose of preventing crime, maintaining order, and promoting safety. Investigates motor vehicle crashes. Protects residents, employees, the general public and property.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Must possess a valid driver's license and pass a background investigation and polygraph examination.
709	<b>Police Captain</b>	Manages all enforcement and support operations for patrol or investigations within a district. Develops and ensures appropriate programs to prevent the loss of life, personal injury, and property destruction. Develops and implements short and long-range plans and programs to improve community, public, legislative, and media relations. Ensures adequate resources are available to fully staff specialty programs. Ensures full participation of subordinate staff in the prosecution of offenders.	Requires completion of Law Enforcement training as mandated in state statute, including advanced field training. Typically requires a Bachelor's degree or five to seven years of relevant management level experience. Must possess a valid driver's license and pass a background investigation and polygraph examination.
801	<b>Wildlife Technician</b>	Works with biologists and program managers as part of a wildlife program team. Conducts wildlife surveys and counts. Collects field data and records information. Maintains equipment. Supervises volunteers on occasion.	Typically requires an Associate's degree and one year of relevant work experience or a Bachelor's degree.



## Milliman Client Report

<b>802 Environmental Health Specialist</b>	Performs professional/technical work involving the enforcement of public sanitation laws and regulations to prevent disease, promote environmental health, and protect consumers. Makes field inspections and conducts investigations of food processing plants, marketing facilities, eating establishments, water supply facilities, sewerage treatment plants, solid waste disposal facilities, and other public or private locations. Participates in health surveys, vector control programs, and similar public health activities.	Typically requires a Bachelor's degree and one year of relevant work experience.
<b>803 Scientist</b>	Journey-level professional scientific work applying diversified knowledge and advanced scientific principles, theories, concepts, and techniques. Performs analyses related to a specific environmental media or scientific discipline. Recommendations have a direct affect on program policies. Provides solutions, standards, and protocols to a wide range of difficult problems. Serves as a task force member or team leader for a group of scientists and support personnel for on-going projects or studies.	Typically requires a Bachelor's degree and four years of relevant work experience or a Master's degree and two years of relevant work experience or a Doctorate of Philosophy.
<b>804 Chemist, Senior</b>	Journey-level work performing professional chemical laboratory work. Applies advanced instrument analysis techniques to identify and analyze chemically constructed or bonded materials and substances quantitatively or qualitatively.	Typically requires a Bachelor's degree and three years of relevant work experience.
<b>805 Forensic Scientist, Senior</b>	Performs advanced, multi-level examinations and analyses. Plans and manages a large and diverse regional or statewide case load. Supports state and local legal and criminal justice agencies. Serves as interagency liaison. Trains and acts as supervising analyst in casework specialty.	Typically requires a Bachelor's degree and three years of relevant work experience.
<b>807 Engineer in Training (Civil)</b>	Entry-level professional work in civil engineering. Performs progressively responsible engineering duties associated with planning, drafting and design, materials testing, construction, preparing and reviewing specifications, maintenance of roads, bridges, buildings, water projects, and reporting and research. Applies standard engineering methods, techniques, practices and principles of engineering. Incumbents work under the supervision of a Professional Engineer(s) and receive on-the-job, structured training for approximately four years which is a prerequisite for licensure as a Professional Engineer. After certification as to completion of training, candidates will be eligible to take the examination to become a Professional Engineer as determined by the Idaho Board of Professional Engineers. Responsibilities depend on specialization of the position, and can be varied in any of the disciplines associated with engineering. Works under close supervision. Receives specific and detailed instructions as to required tasks and results expected.	Typically requires a Bachelor's degree and certification as an Engineer-in-Training or verification of passing score on the Fundamentals of Engineering Examination.
<b>808 Engineer (Technical)</b>	Journey-level work within technical specialty. Performs all normal and conventional aspects of journey-level engineering and provides consultation with other professional engineering staff and management in their specialty. Applies intensive and diversified knowledge of engineering principles and practices. Plans, schedules, conducts, and coordinates detailed phases of the engineering work. Makes independent decisions on engineering problems and methods and represents the organization in conferences. Develops improved techniques.	Typically requires a Bachelor's degree, licensure as a Professional Engineer and four years of relevant work experience.

## Milliman Client Report

### 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.

Appendix F – Korn Ferry Total Compensation Report



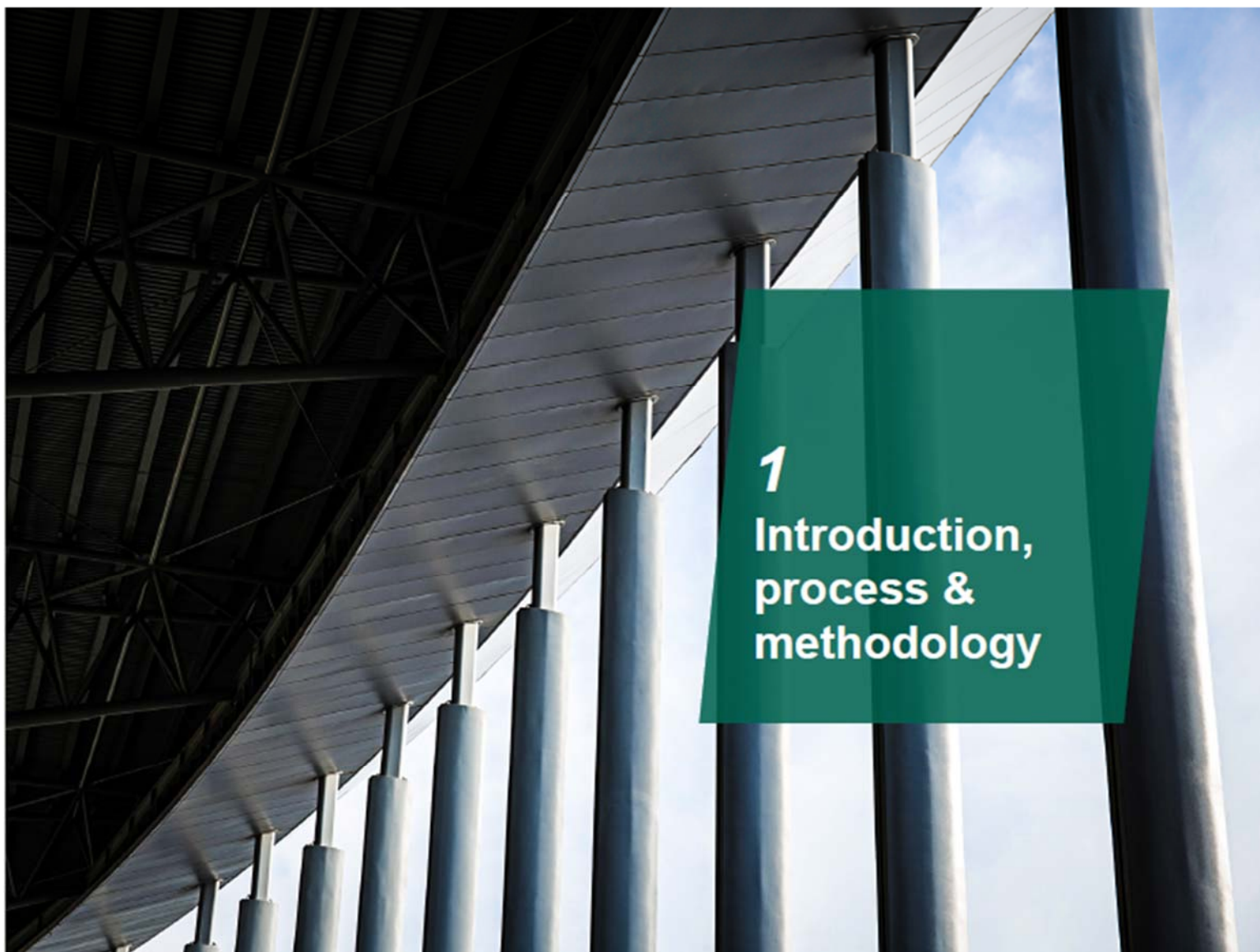


## Contents

- 1 INTRODUCTION, PROCESS AND METHODOLOGY
- 2 SALARY MARKET COMPETITIVENESS
- 3 BENEFITS MARKET COMPETITIVENESS
- 4 TOTAL COMPENSATION MARKET COMPETITIVENESS
- 5 APPENDIX







**1**  
**Introduction,  
process &  
methodology**



## Introduction

In 2018, the State of Idaho (the “State”) requested an update of the total compensation analysis last conducted in 2017. Specifically, the State asked Korn Ferry (“KF”) to do the following:

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



## Project methodology

The following survey sources were used (one addition since the 2017 analysis) to compare average pay for the State's 255 classifications to the market:

- Several survey sources were compiled and provided to KF by the State:
  - Western Management Group (July 1, 2018)
  - Northwest Healthcare Survey (January 1, 2018)
  - Northwest Management Professional Survey (May 1, 2018)
  - Northwest Engineering, Science, and Project Management Survey – new for 2018 (May, 2018)
  - Northwest IT Survey (June 1, 2018)
  - NCASG – 9 States in Relevant Labor Market (July 1, 2018)
- KF combined these sources with its own data:
  - Korn Ferry General Market (May 2018) – adjusted for cost of labor in Idaho\*
- The above salary data are projected to January 1, 2019, using a 3.0% annual rate
- The State also provided the results of the Milliman custom salary survey of employers in Idaho
  - The survey included 75 classifications, covering approximately 4,000 employees (31% of the classified workforce). Not all of the 75 classifications are aligned to the 255 benchmark classifications
  - Survey responses came from 25 organizations, 64% of which are public sector (States, Counties, Cities, Colleges and School Districts)
  - The custom survey is effective August 1, 2018, but for purposes of reporting results in this report, the data have also been aged to January 1, 2019

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



## Project methodology (continued)

### The following comparator markets were used for the 2018 benefits analysis

- General Market – General market (private sector) organizations with employees in Idaho, as well as Nevada, Oregon, Utah and Washington contained in our current benefits database
  - Public Sector Market – Public sector organizations (states, counties, cities, etc.) in the West, excluding California
- Refer to the appendix for more details regarding KF's methodology and the market comparator groups

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







## Salary market competitiveness

- Certain jobs/job families have improved their competitive position in the market, while some jobs have moved further behind. In aggregate the State's market position for cash improved relative to the public sector market, but declined relative to the private sector compared to 2017

Cash Area	Idaho vs. Private Sector Market Average		Idaho vs. Public Sector Market Average		Idaho vs. Custom Survey Market Median	
	2017	2018	2017	2018	2017	2018
Actual Base Salaries	-23.9%	-25.6%	-14.1%	-12.9%	-9.0%	-8.7%
Base Salary Policy	-20.2%	-21.6%	-9.9%	-7.2%	N/A	N/A

- The reduced competitive market position is due to increases in Northwest Health Care, IT, Professional/Management surveys that exceeded the average 3% market movement
- The market position of the State's base salary midpoints in 2018 mirrors the actual base salary market position for both public and private sector
- The Private Sector and Public Sector results are based on KF's analysis of external survey data provided and compiled by the State of Idaho, plus KF's database for employees located in Idaho. Each private sector survey source is equally weighted
- The Custom Survey results are based on the findings of the recently conducted survey by Milliman





## Salary market competitiveness

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

- Jobs were grouped by pay grade
- Jobs were weighted by number of incumbents
- Jobs were excluded from the analysis on the following basis:
  - Engineering and health care positions that are typically paid a premium and may fall outside of standard pay ranges
  - There are no current incumbents in the position
- The jobs included cover 8,510 employees out of a total of approximately 13,000 or 66% of incumbents
- The comparisons outlined on the following page are the basis for the total compensation charts shown in section four



## Salary market competitiveness

### Salary Comparison by Pay Grade

#### Actual Pay

Grade	Idaho Employees		Idaho Weighted Salary	Private		Public	
	#	%		Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff
V	2	0.0%	\$226,044	\$159,114	42%	\$221,903	2%
R	3	0.0%	\$119,142	\$146,361	-19%	n/a	n/a
Q	12	0.1%	\$114,669	\$152,539	-25%	\$116,450	-2%
P	78	0.9%	\$89,702	\$134,345	-33%	n/a	n/a
O	168	2.0%	\$86,793	\$121,233	-28%	\$93,780	-7%
N	330	3.9%	\$73,540	\$104,277	-29%	\$84,774	-13%
M	1042	12.2%	\$64,346	\$87,040	-26%	\$73,315	-12%
L	1353	15.9%	\$54,771	\$75,685	-28%	\$62,380	-12%
K	1087	12.8%	\$47,593	\$65,023	-27%	\$56,303	-15%
J	820	9.6%	\$41,081	\$55,475	-26%	\$45,120	-9%
I	1639	19.3%	\$37,255	\$48,943	-24%	\$45,612	-18%
H	1302	15.3%	\$32,543	\$42,241	-23%	\$37,923	-14%
G	341	4.0%	\$28,105	\$38,043	-26%	\$35,626	-21%
F	120	1.4%	\$27,870	\$36,535	-24%	\$31,714	-12%
E	213	2.5%	\$23,230	\$30,730	-24%	\$27,727	-16%
Overall	8510	100.0%			-25.6%		-12.9%

#### Policy

Grade	Private		Public	
	Weighted Salary	Idaho % Diff	Weighted Salary	Idaho % Diff
V	\$159,114	15%	\$221,903	-18%
R	\$146,361	-24%	n/a	n/a
Q	\$152,539	-34%	\$116,450	-14%
P	\$134,345	-32%	n/a	n/a
O	\$121,233	-31%	\$93,780	-11%
N	\$104,277	-26%	\$84,774	-10%
M	\$87,040	-20%	\$73,315	-5%
L	\$75,685	-19%	\$62,380	-2%
K	\$65,023	-16%	\$56,303	-3%
J	\$55,475	-12%	\$45,120	8%
I	\$48,943	-12%	\$45,612	-6%
H	\$42,241	-13%	\$37,923	-3%
G	\$38,043	-16%	\$35,626	-10%
F	\$36,535	-23%	\$31,714	-11%
E	\$30,730	-19%	\$27,727	-10%
Overall		-21.6%		-7.2%





**3**  
*Benefits market  
competitiveness*

## Benefits market competitiveness

- The State's current overall competitive market position for benefits is consistent with the 2017 market position

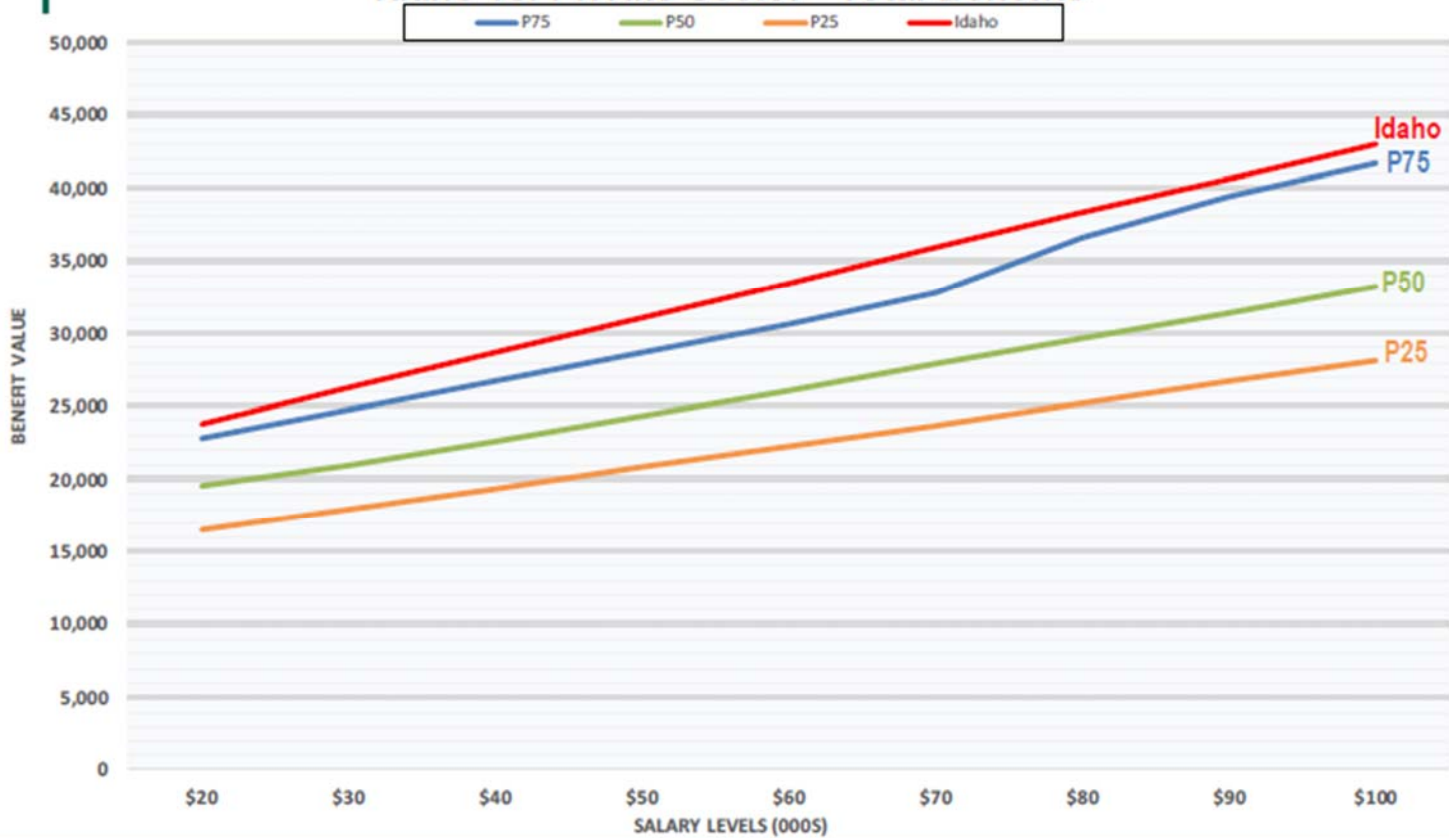
Benefit Area	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2017	2018	2017	2018
Total Benefits	P75	P75	P50	P50
Retirement	> P75	> P75	P25-P50	P25-P50
Healthcare	> P75	> P75	P75	P50
Disability	> P75	> P75	> P75	> P75
Life Insurance	P50	P50	> P50	P75

- Charts and tables in this section illustrate the State's market position and highlight the key drivers of benefits program value for the State

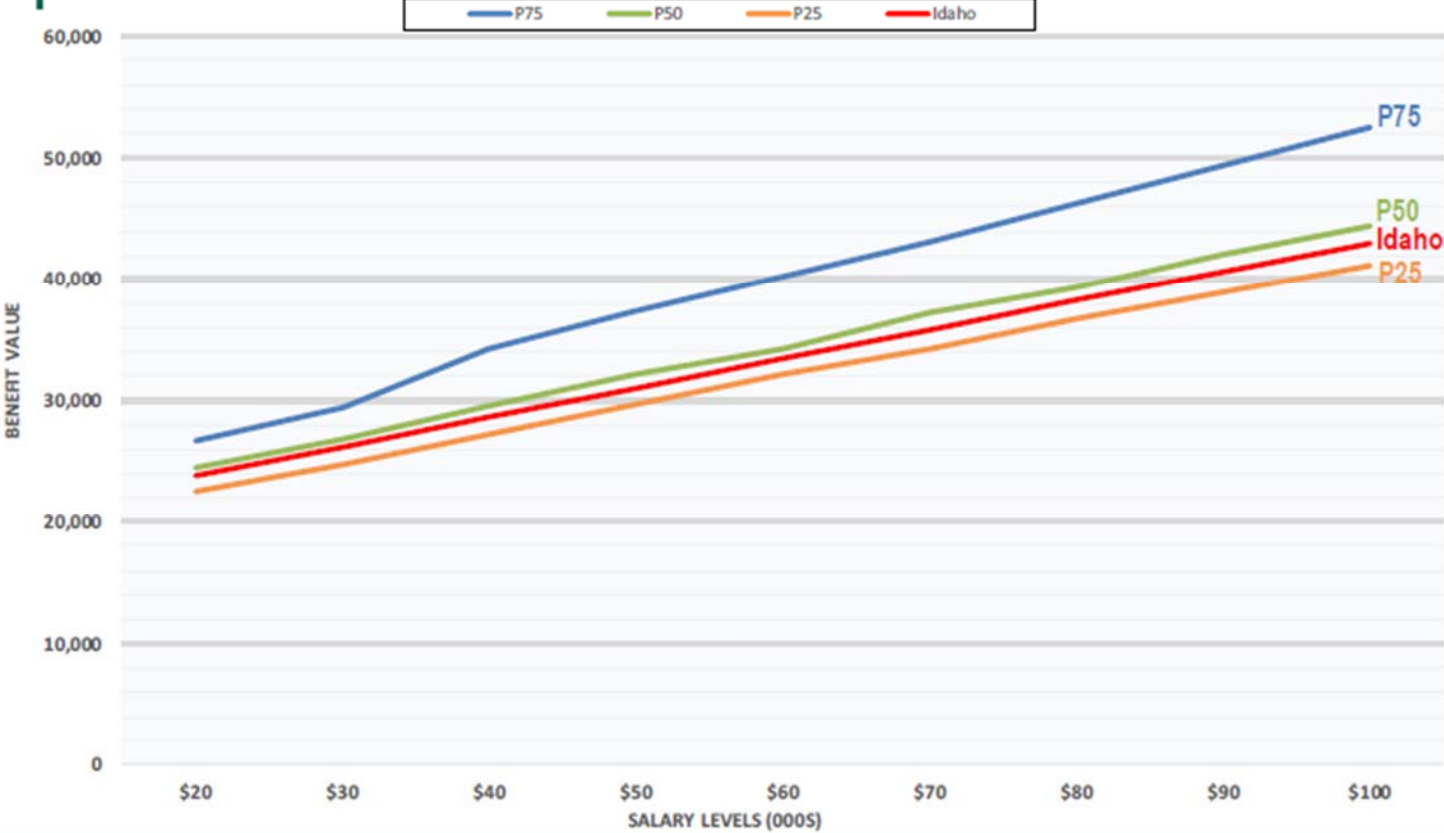




### Idaho vs. Private Sector - Total Benefits



### Idaho vs. Public Sector - Total Benefits



## Retirement



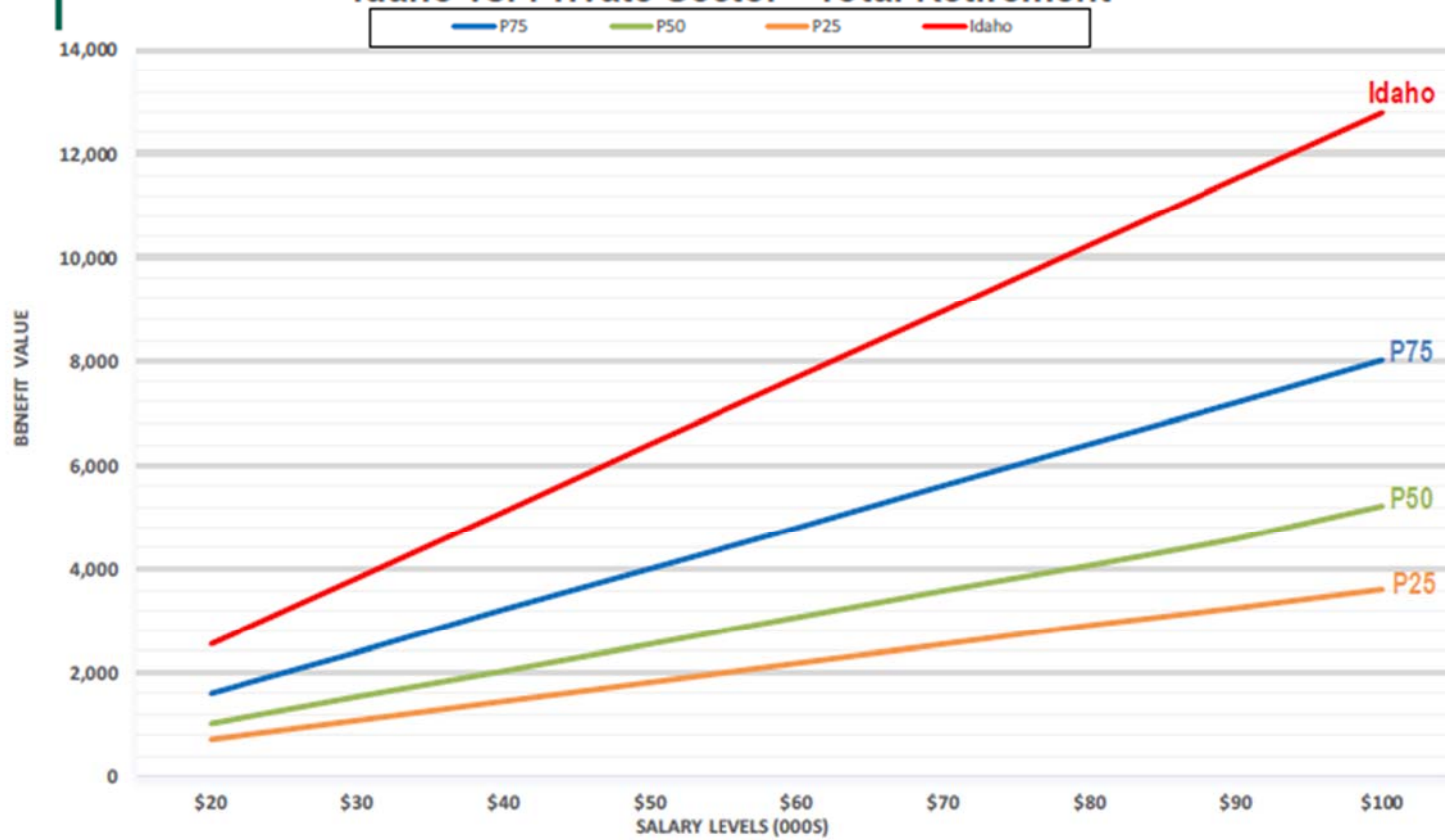
## Benefits review - Retirement

Retirement	Key Findings
State of Idaho	<ul style="list-style-type: none"> <li>▪ The State continues to provide employees with a defined benefit (DB) retirement program:               <ul style="list-style-type: none"> <li>• DB formula = 2% x highest 4 years pay x years of service                   <ul style="list-style-type: none"> <li>○ Employee contribution of 6.79%</li> <li>○ Fully vested after 5 years</li> <li>○ Guaranteed COLA based on CPI</li> <li>○ Reduced early retirement at age 55 – 6% per year</li> </ul> </li> </ul> </li> <li>▪ Employees may make contributions to a 401(k) or 457 plan provided by the State. The State does not make any contributions to these plans</li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ Defined Benefit plans are not common in the Private Sector (only 10%), however, they remain prevalent with the Public Sector (90%)</li> <li>▪ Both market groups offer Defined Contribution plans; however, most Public Sector organizations do not make contributions to these plans. In the Private Sector, DC plans, such as 401(k) plans, are the primary retirement vehicle for making employer contributions</li> <li>▪ Employer retirement contributions to DC plans in the private sector are 5% at the median. Employer contributions are a combination of matching contributions and fixed or discretionary contributions               <ul style="list-style-type: none"> <li>▪ Contributions to DC plans by states in the form of a match or fixed contribution are increasing in prevalence, but are not the typical market practice</li> </ul> </li> </ul>
Private = > P75	<ul style="list-style-type: none"> <li>▪ The State's DB plan continues to be competitive when compared to the Private Sector, where DB plans are not prevalent</li> </ul>
Public = P25-P50	<ul style="list-style-type: none"> <li>▪ The State's DB plan is less competitive when compared to other Public Sector organizations driven largely by higher required employee contributions (6.79%)</li> </ul>

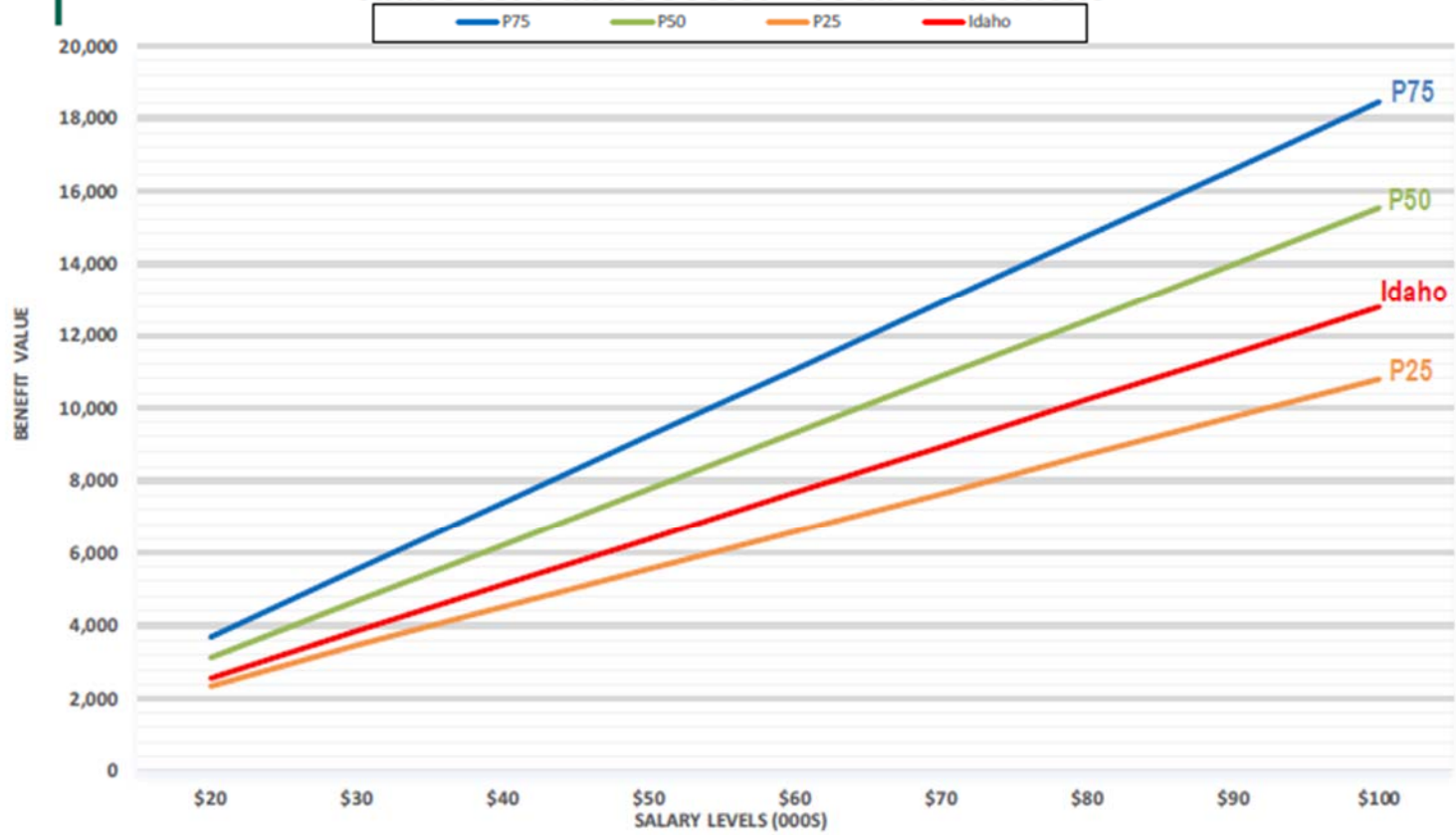




### Idaho vs. Private Sector - Total Retirement



### Idaho vs. Public Sector - Total Retirement



## Health Care



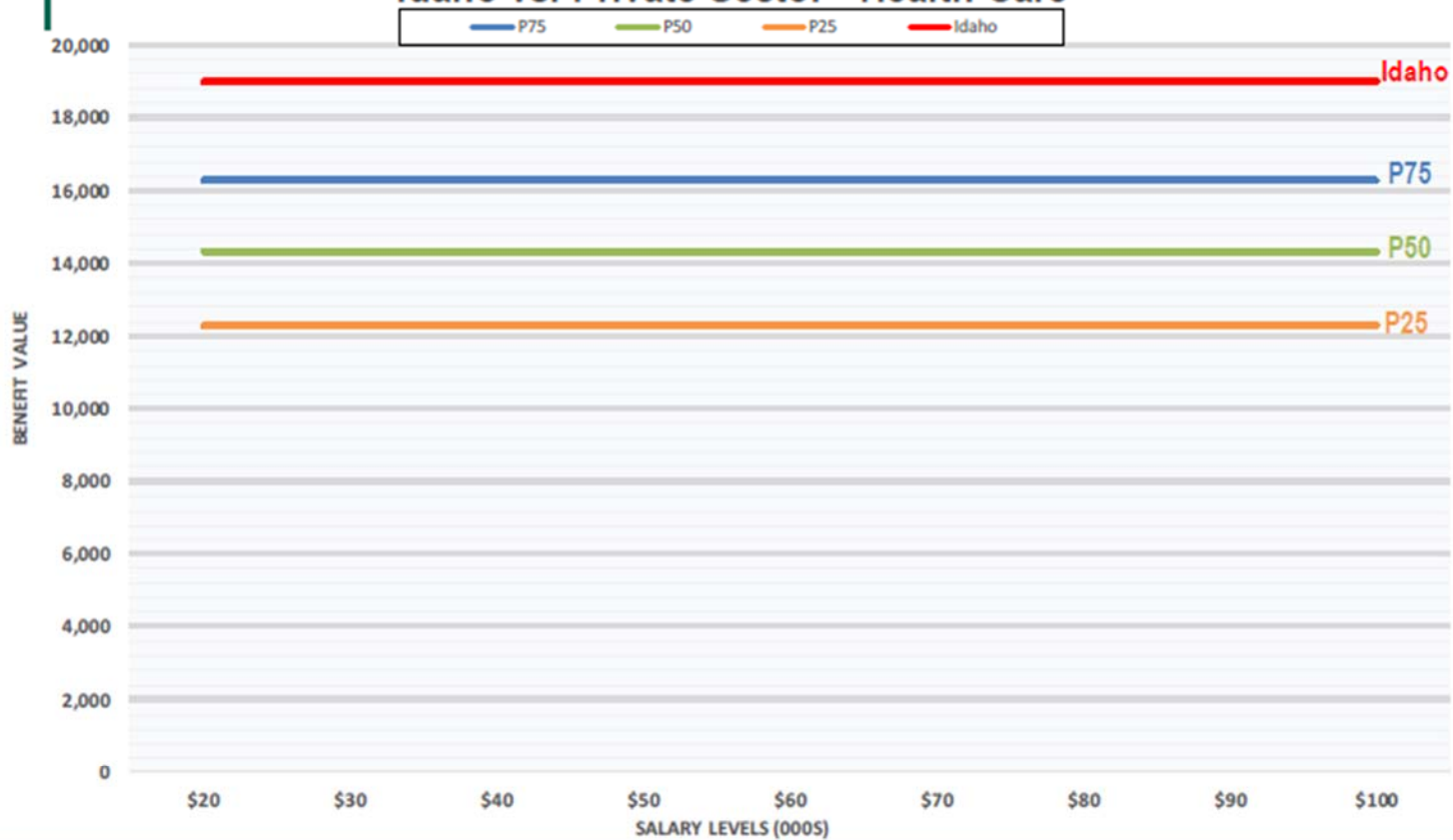
## Benefits review – Health Care

Health Care	Key Findings
State of Idaho	<ul style="list-style-type: none"> <li>▪ The State of Idaho provides employees with three (3) Medical/Rx plan options                             <ul style="list-style-type: none"> <li>• The PPO is the prevalent plan; employee contributions for which are 5% for single coverage and 15% for family coverage</li> <li>• The HC value is enhanced by the 2 month premium holiday recently provided to employees</li> </ul> </li> <li>▪ The PPO has low deductibles (\$250/\$750) and modest out-of-pocket limits (\$3,000/\$6,000), with 15% coinsurance for In-Network services</li> <li>▪ The State also provides dental coverage, with employee cost-share of 32% for single coverage and 78% for family coverage. The State's dental plan provides coverage of 80% for preventive and basic services and 50% for major services</li> <li>▪ Vision coverage is bundled under the medical plan and included in the medical premiums</li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ A PPO is the prevalent plan type in the Private Sector Market. Plan design features have remained consistent:                             <ul style="list-style-type: none"> <li>• Median deductible of \$1,000/\$2,000, out-of-pocket max of \$3,000/\$6,000 and 20% coinsurance.</li> <li>• HDHPs are offered by 60% of the market. HDPs are the most prevalent for 25% of the market</li> <li>• Employees pay approximately 20% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> <li>▪ A PPO is the prevalent plan type in the Public Sector Market                             <ul style="list-style-type: none"> <li>• Median deductible of \$750/\$1,500, out-of-pocket maximum of \$3,000/\$6,000 and 15% coinsurance</li> <li>• Employees pay approximately 20% of medical premiums, 35% of dental and 100% of vision</li> </ul> </li> </ul>
Private = > P75	<ul style="list-style-type: none"> <li>▪ The State's health care plan is aligned with the public sector market median; however, there is not much difference between the P50 and P75 in the public sector</li> </ul>
Public = P50	<ul style="list-style-type: none"> <li>▪ The State is more competitive when compared to the Private Sector due to lower plan design cost sharing (deductibles and coinsurance)</li> </ul>

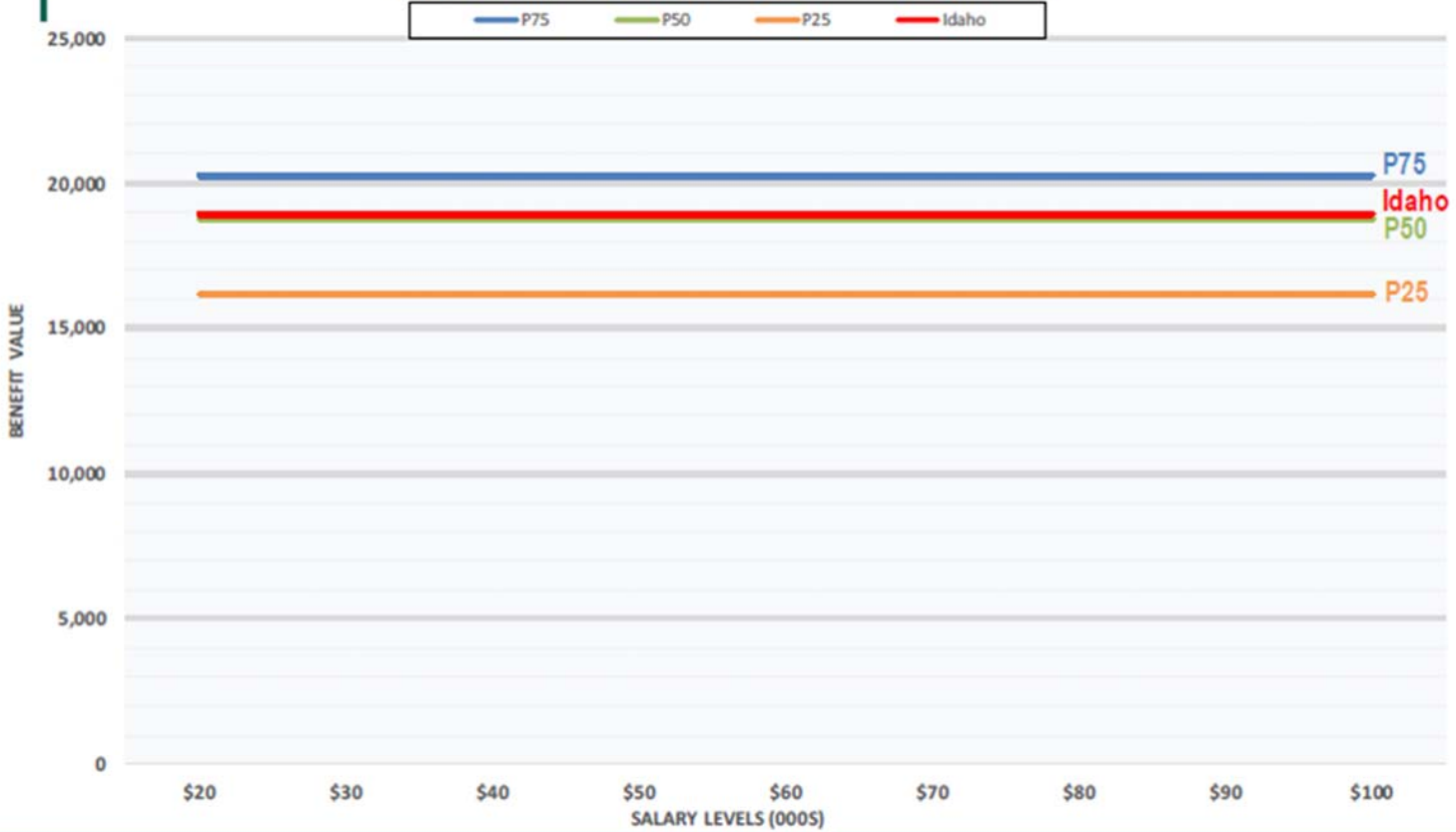




### Idaho vs. Private Sector - Health Care



### Idaho vs. Public Sector - Health Care



# Disability

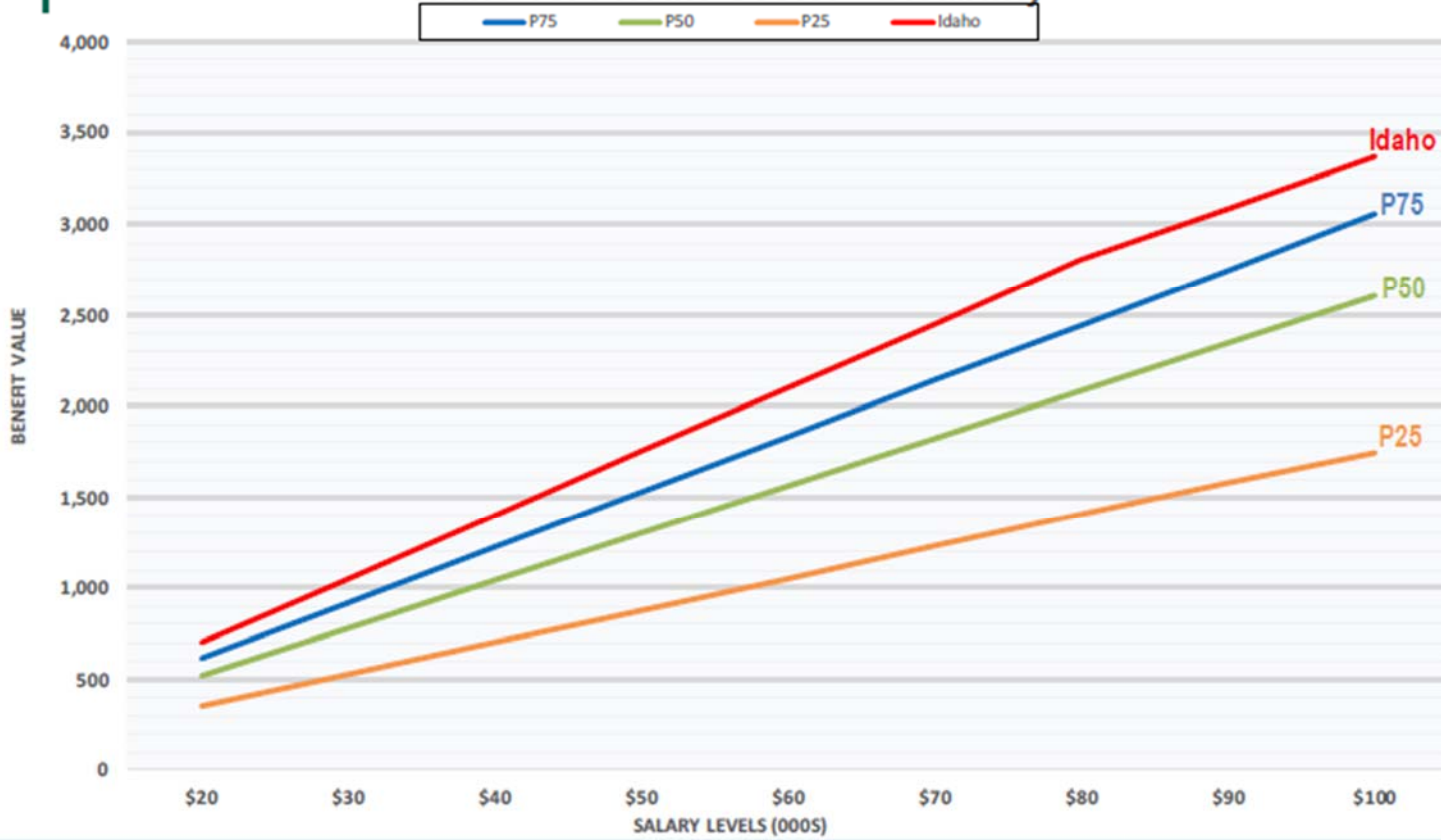


## Benefits review – Disability

Disability	Key Findings
State of Idaho	<ul style="list-style-type: none"> <li>▪ Sick Leave – state employees accrue sick pay (4 hrs per pay period; i.e. 13 days per year) with no limit on carryover onto the following year                             <ul style="list-style-type: none"> <li>• By not limiting carryover, employees may be able to use their sick leave to help cover short-term illnesses/disability at 100% of pay</li> </ul> </li> <li>▪ Short Term Disability (STD) – the State provides employees with employer paid STD program which covers 60% of salary for a period up to 26 weeks</li> <li>▪ Long Term Disability (LTD) – the State provides an LTD benefit of 60% up to a \$4,000 monthly maximum after 26 weeks</li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ Sick Days / Leave – 5 to 7 sick days annually (with no carry over) is prevalent in the Private Sector, while 10-12 days is more common in the Public Sector. Carry over of sick days is highly prevalent in the Public Sector</li> <li>▪ STD – Employer paid STD is more prevalent in the Private Sector, but has some prevalence in the Public Sector. The median STD benefit is 60%</li> <li>▪ LTD – 60% employer paid benefit is most prevalent in both the Public and Private Sector markets                             <ul style="list-style-type: none"> <li>• Monthly LTD maximums are higher in the private sector (\$10,000 at the median) than the public sector (\$4,000 to \$6,000)</li> </ul> </li> </ul>
Private => P75	<ul style="list-style-type: none"> <li>▪ The State’s combination of sick days (100% of pay), employer paid STD (60% of pay) and employer paid LTD (60% of pay) is above market practice and provides competitive income replacement</li> </ul>
Public => P75	

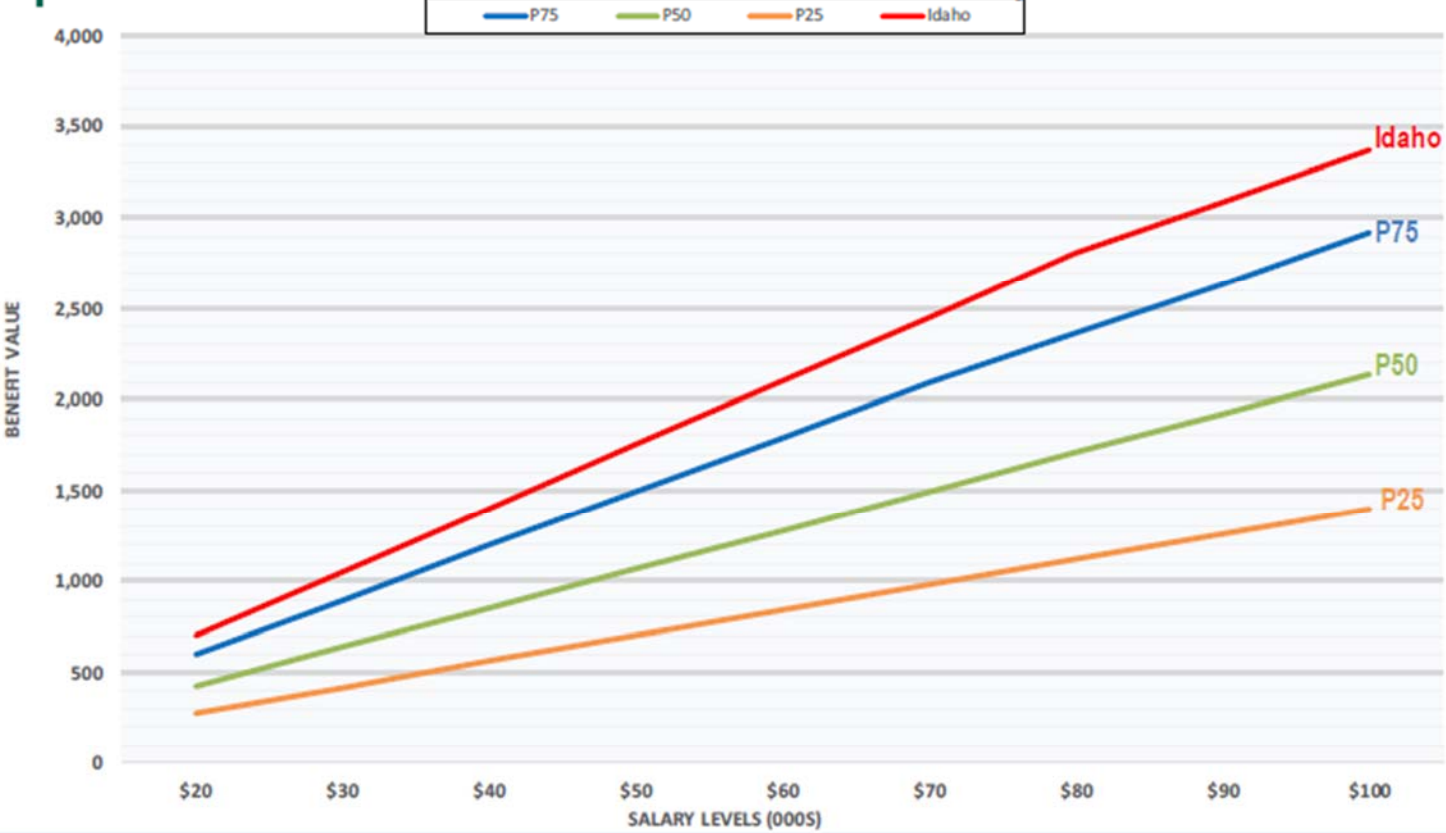


### Idaho vs. Private Sector - Disability





### Idaho vs. Public Sector - Disability





## Life Insurance

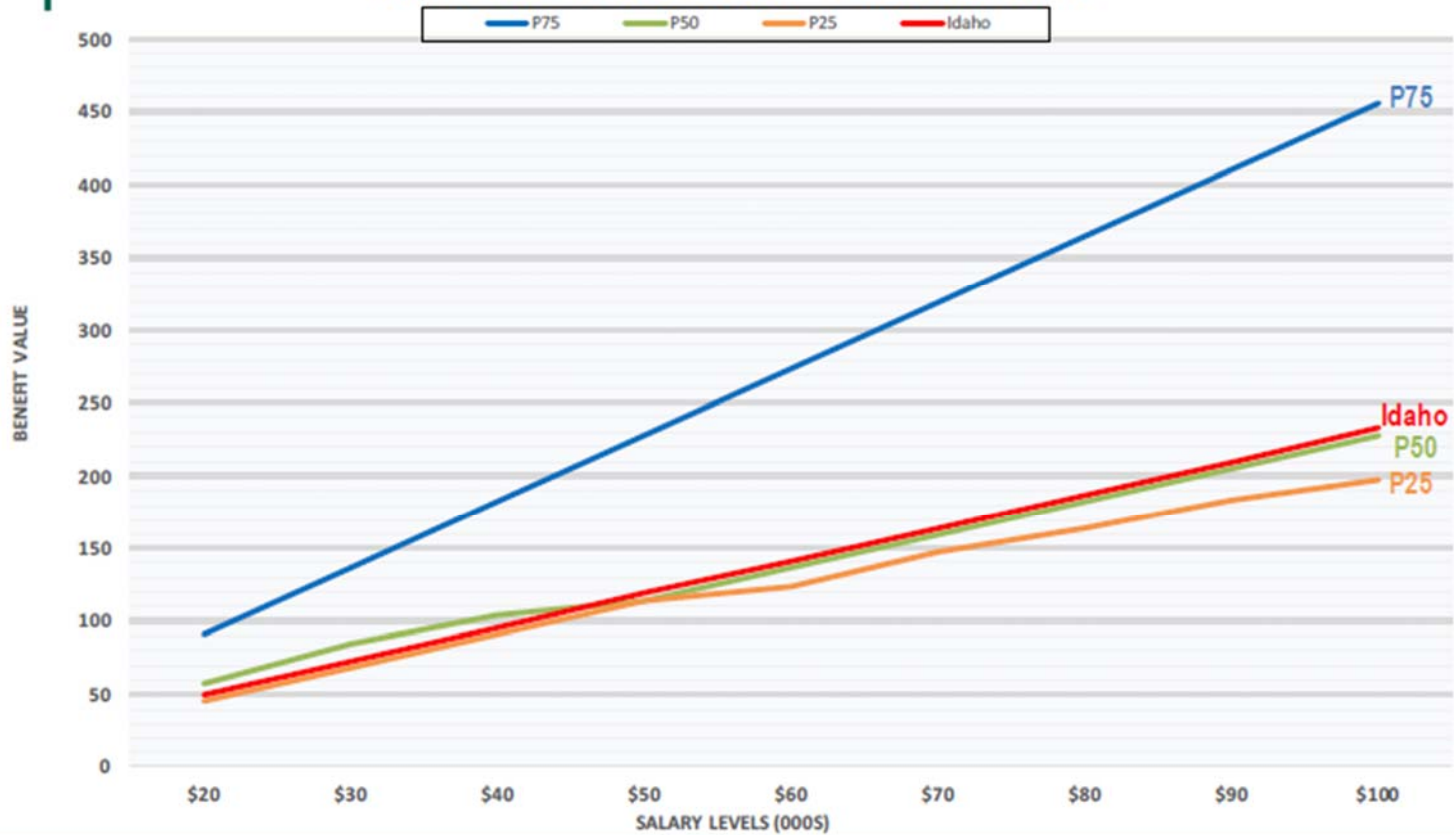


## Benefits review – Life Insurance

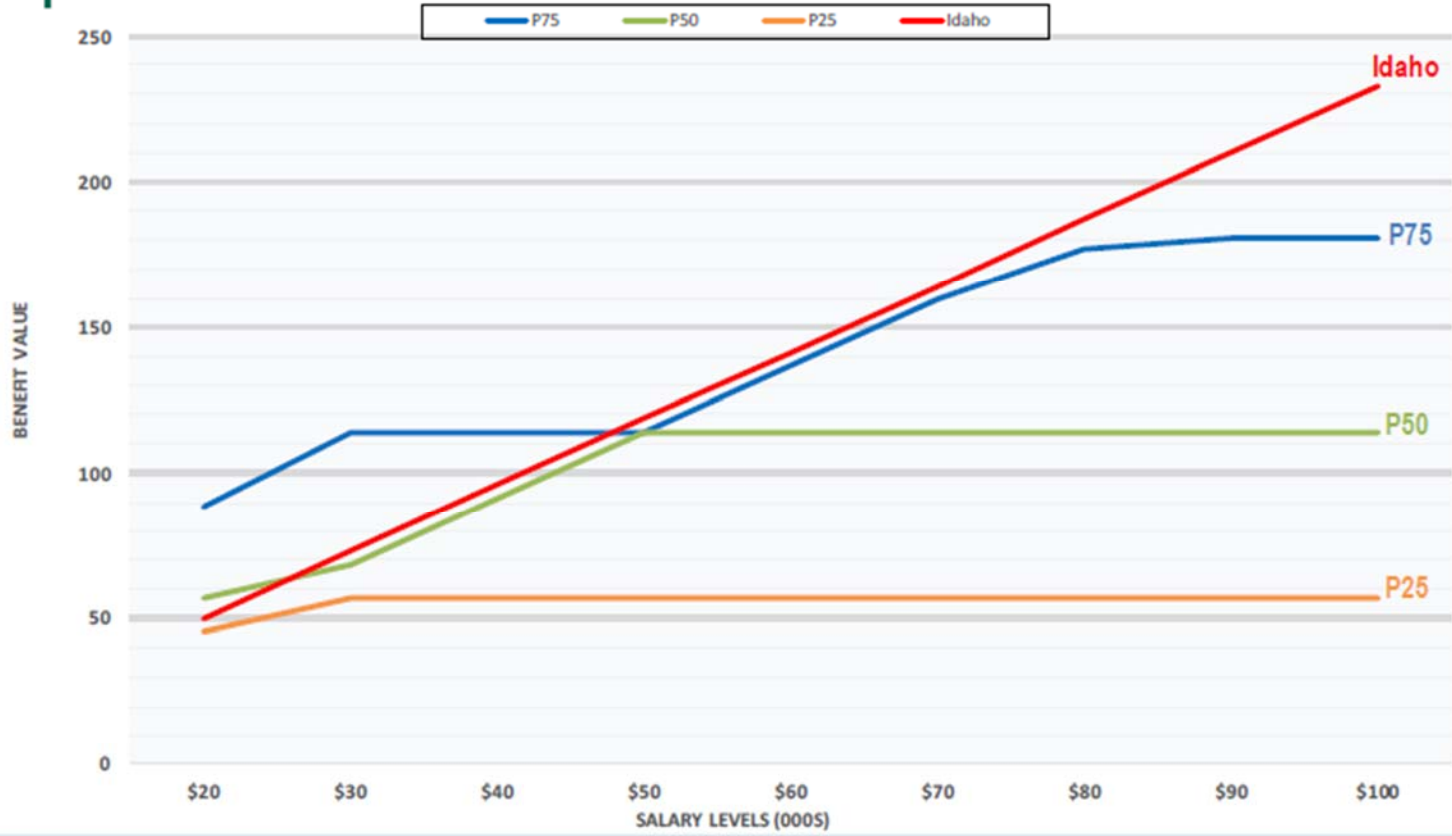
Life Insurance	Key Findings
State of Idaho	<ul style="list-style-type: none"> <li>▪ The State provides employees with basic life and accidental death and dismemberment (AD&amp;D) benefits of 1 times salary with no maximum                             <ul style="list-style-type: none"> <li>• Supplemental life coverage of an additional 1 to 3 times pay is available to employees (ee paid)</li> <li>• Spouse coverage of \$2000 and child coverage of \$1000 is available to employees</li> </ul> </li> </ul>
Market	<ul style="list-style-type: none"> <li>▪ The majority of Public Sector organizations provide either a flat basic life benefit (median amount of \$50,000) or a salary based benefit with a low maximum (\$50,000)</li> <li>▪ In the Private Sector group, all provide a percentage of salary benefit (median of 1 times salary)</li> </ul>
Private = P50	<ul style="list-style-type: none"> <li>▪ The State's benefit is aligned with the Private Sector market median</li> </ul>
Public = P75	<ul style="list-style-type: none"> <li>▪ The State's salary based life insurance benefit is above that of the Public Sector</li> </ul>



### Idaho vs. Private Sector - Life Insurance



### Idaho vs. Public Sector - Life Insurance







**4**  
**Total  
compensation  
market  
competitiveness**

## Total compensation market competitiveness

Pay Component	State of Idaho vs. Private Sector Market		State of Idaho vs. Public Sector Market	
	2017	2018	2017	2018
Salary	-23.9%	-25.6%	-14.1%	-12.9%
Benefits	<u>8.8%</u>	7.3%	<u>-8.5%</u>	-9.6%
Total Compensation	-12.2%	-12.4%	-10.9%	-10.7%

- **Private Sector** – Idaho’s base salary market position is largely unchanged from 2017 to 2018 and is more than 20% below the market average. Below market salaries continue to depress the overall value of benefits, resulting in a total compensation market position that is more than 10% below market average
- **Public Sector** – Idaho’s base salary and benefits market positions relative to the public sector have also not changed in 2018 over 2017, resulting in a similar total compensation market position in 2018





## Total compensation market competitiveness

### Total Compensation Comparison by Pay Grade – Private Sector

Grade	Idaho Employees		Idaho Weighted Salary	Private		Benefits Values			Total Remuneration		
	#	%		Weighted Salary	Idaho % Diff	Idaho	Private	Idaho % Diff	Idaho	Private	Idaho % Diff
V	2	0.0%	\$226,044	\$159,114	42%	\$66,535	\$46,137	44%	\$292,579	\$205,252	43%
R	3	0.0%	\$119,142	\$146,361	-19%	\$46,974	\$44,438	6%	\$166,116	\$190,799	-13%
Q	12	0.1%	\$114,669	\$152,539	-25%	\$46,043	\$45,354	2%	\$160,712	\$197,893	-19%
P	78	0.9%	\$89,702	\$134,345	-33%	\$40,574	\$42,412	-4%	\$130,276	\$176,757	-26%
O	168	2.0%	\$86,793	\$121,233	-28%	\$39,891	\$40,201	-1%	\$126,684	\$161,434	-22%
N	330	3.9%	\$73,540	\$104,277	-29%	\$36,735	\$37,342	-2%	\$110,275	\$141,619	-22%
M	1042	12.2%	\$64,346	\$87,040	-26%	\$34,514	\$33,876	2%	\$98,861	\$120,916	-18%
L	1353	15.9%	\$54,771	\$75,685	-28%	\$32,201	\$31,399	3%	\$86,972	\$107,085	-19%
K	1087	12.8%	\$47,593	\$65,023	-27%	\$30,467	\$29,082	5%	\$78,059	\$94,105	-17%
J	820	9.6%	\$41,081	\$55,475	-26%	\$28,894	\$27,111	7%	\$69,975	\$82,586	-15%
I	1639	19.3%	\$37,255	\$48,943	-24%	\$27,970	\$25,827	8%	\$65,224	\$74,770	-13%
H	1302	15.3%	\$32,543	\$42,241	-23%	\$26,831	\$24,555	9%	\$59,375	\$66,796	-11%
G	341	4.0%	\$28,105	\$38,043	-26%	\$25,759	\$23,774	8%	\$53,864	\$61,817	-13%
F	120	1.4%	\$27,870	\$36,535	-24%	\$25,702	\$23,500	9%	\$53,573	\$60,035	-11%
E	213	2.5%	\$23,230	\$30,730	-24%	\$24,581	\$22,444	10%	\$47,811	\$53,175	-10%
Overall	8510	100.0%			-25.6%			7.3%			-12.4%



## Total compensation market competitiveness

### Total Compensation Comparison by Pay Grade – Public Sector

Grade	Idaho Employees		Idaho Weighted Salary	Public		Benefits Values			Total Remuneration		
	#	%		Weighted Salary	Idaho % Diff	Idaho	Public	Idaho % Diff	Idaho	Public	Idaho % Diff
V	2	0.0%	\$226,044	\$221,903	2%	\$66,535	\$71,175	-7%	\$292,579	\$293,078	0%
R	3	0.0%	\$119,142	n/a	n/a	\$46,974	n/a	n/a	\$166,116	n/a	n/a
Q	12	0.1%	\$114,669	\$116,450	-2%	\$46,043	\$49,445	-7%	\$160,712	\$165,894	-3%
P	78	0.9%	\$89,702	n/a	n/a	\$40,574	n/a	n/a	\$130,276	n/a	n/a
O	168	2.0%	\$86,793	\$93,780	-7%	\$39,891	\$43,989	-9%	\$126,684	\$137,770	-8%
N	330	3.9%	\$73,540	\$84,774	-13%	\$36,735	\$41,737	-12%	\$110,275	\$126,511	-13%
M	1042	12.2%	\$64,346	\$73,315	-12%	\$34,514	\$38,850	-11%	\$98,861	\$112,165	-12%
L	1353	15.9%	\$54,771	\$62,380	-12%	\$32,201	\$36,100	-11%	\$86,972	\$98,480	-12%
K	1087	12.8%	\$47,593	\$56,303	-15%	\$30,467	\$34,575	-12%	\$78,059	\$90,878	-14%
J	820	9.6%	\$41,081	\$45,120	-9%	\$28,894	\$31,767	-9%	\$69,975	\$76,888	-9%
I	1639	19.3%	\$37,255	\$45,612	-18%	\$27,970	\$31,891	-12%	\$65,224	\$77,503	-16%
H	1302	15.3%	\$32,543	\$37,923	-14%	\$26,831	\$29,852	-10%	\$59,375	\$67,776	-12%
G	341	4.0%	\$28,105	\$35,626	-21%	\$25,759	\$29,157	-12%	\$53,864	\$64,783	-17%
F	120	1.4%	\$27,870	\$31,714	-12%	\$25,702	\$27,972	-8%	\$53,573	\$59,686	-10%
E	213	2.5%	\$23,230	\$27,727	-16%	\$24,581	\$26,882	-9%	\$47,811	\$54,609	-12%
Overall	8510	100.0%			<b>-12.9%</b>			<b>-9.6%</b>			<b>-10.7%</b>



## Total compensation market competitiveness

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

Grade	Market Target Median Incentive %
V	20%
P, Q, R	15%
M, N, O	10%
I, J, K, L	5%
E, F, G, H	3%

**Note:**

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

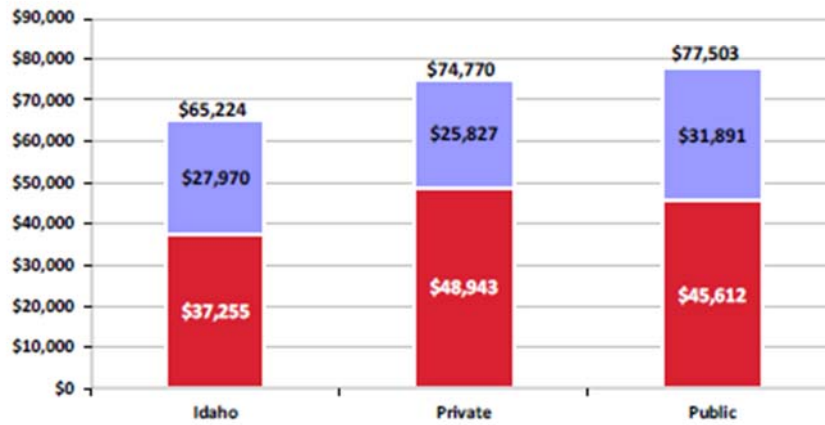




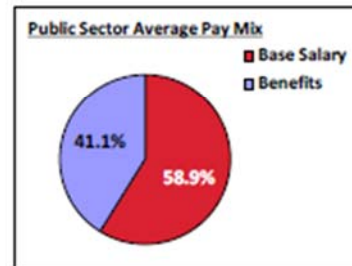
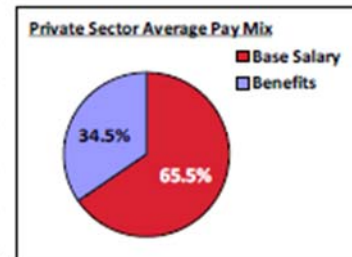
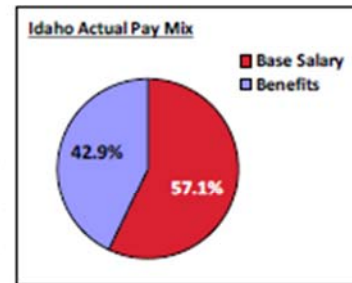
# Total Compensation Market Competitiveness

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

Pay Grade I



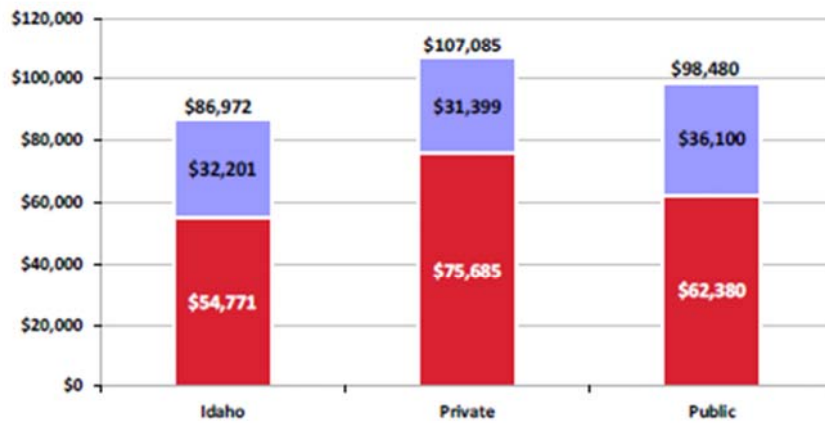
	Idaho	Private	Public
Base Salary	\$37,255	\$48,943	\$45,612
Benefits	\$27,970	\$25,827	\$31,891
Total Remuneration	\$65,224	\$74,770	\$77,503



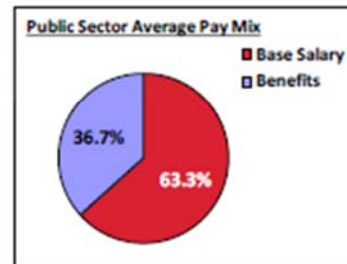
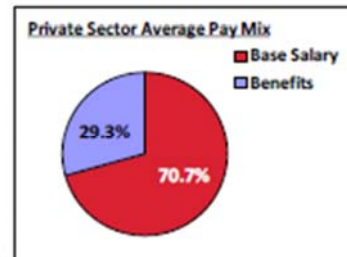
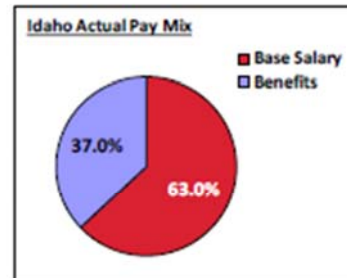
# Total Compensation Market Competitiveness

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

Pay Grade L



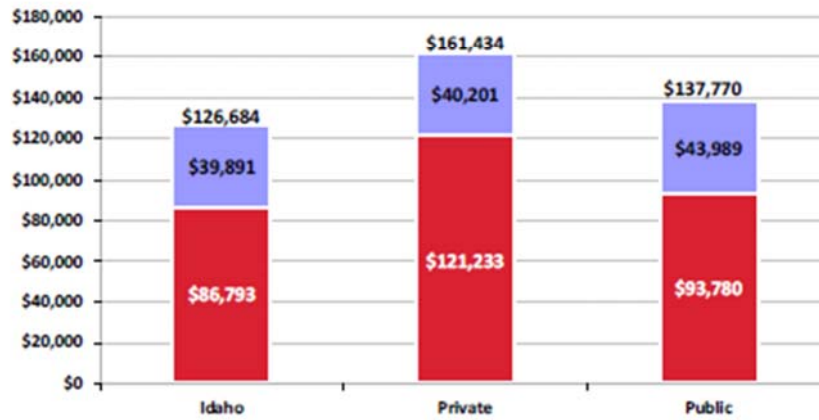
	Idaho	Private	Public
<b>Base Salary</b>	\$54,771	\$75,685	\$62,380
<b>Benefits</b>	\$32,201	\$31,399	\$36,100
<b>Total Remuneration</b>	\$86,972	\$107,085	\$98,480



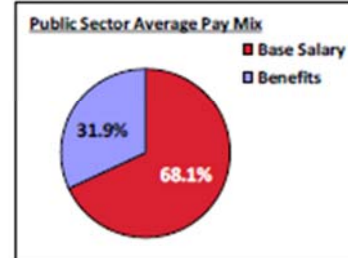
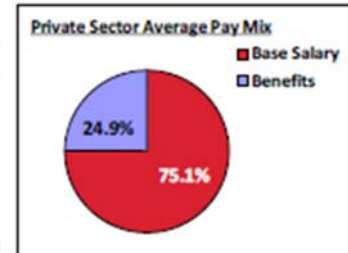
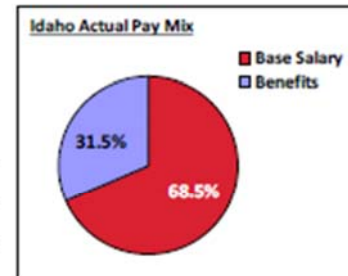
# Total Compensation Market Competitiveness

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

Pay Grade O

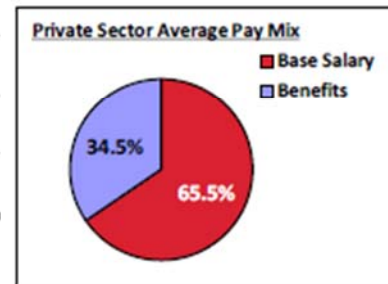
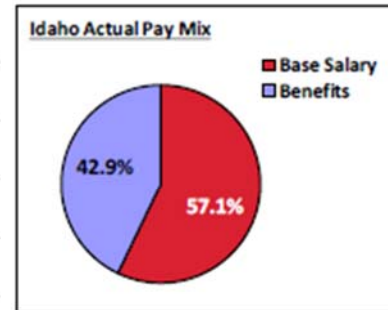
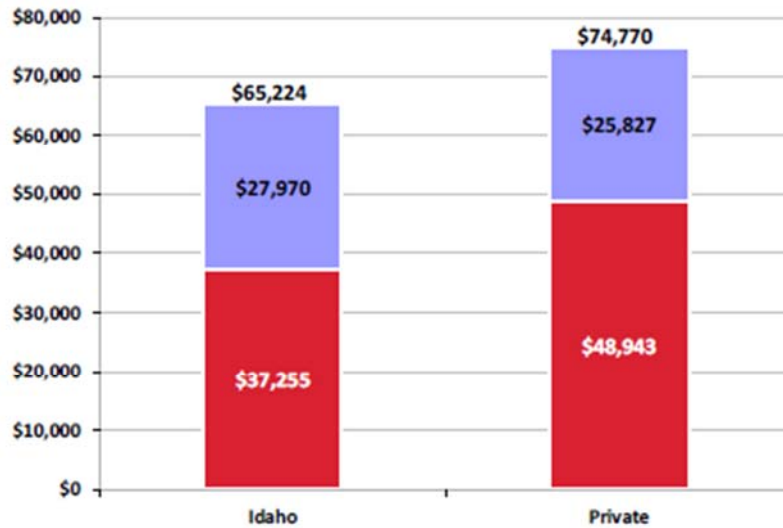


	Idaho	Private	Public
<b>Base Salary</b>	\$86,793	\$121,233	\$93,780
<b>Benefits</b>	\$39,891	\$40,201	\$43,989
<b>Total Remuneration</b>	\$126,684	\$161,434	\$137,770



# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PRIVATE SECTOR – AGGREGATE



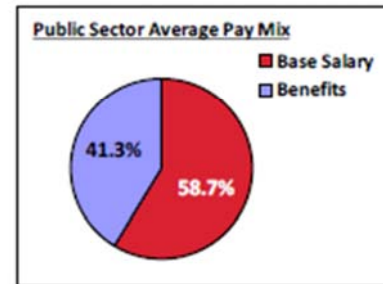
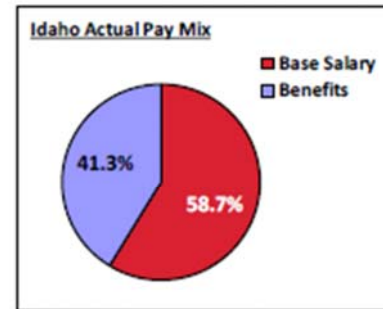
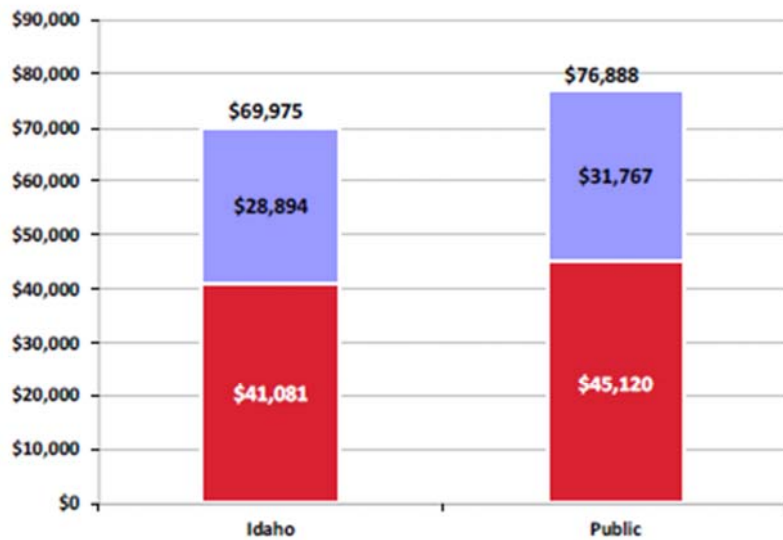
	Idaho	Private	% Difference
<b>Base Salary</b>	\$37,255	\$48,943	-24%
<b>Benefits</b>	\$27,970	\$25,827	8%
<b>Total Remuneration</b>	<b>\$65,224</b>	<b>\$74,770</b>	<b>-13%</b>

**Note:**

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

# Total Compensation Market Competitiveness

## STATE OF IDAHO VS. PUBLIC SECTOR – AGGREGATE



	Idaho	Public	% Difference
<b>Base Salary</b>	\$41,081	\$45,120	-9%
<b>Benefits</b>	\$28,894	\$31,767	-9%
<b>Total Remuneration</b>	<b>\$69,975</b>	<b>\$76,888</b>	<b>-9%</b>

**Note:**

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





**5**  
**Appendices**

# A

## Participant lists



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

- 24 Hour Fitness Worldwide
- 3M
- Aaron's
- Ace Hardware
- ACUITY
- Advance Auto Parts
- Aetna – Aetna US Healthcare
- Air Products & Chemicals
- Alamance Regional Medical Center
- AllCare Health Plan
- ALS Limited
- Amazon.com
- American Civil Liberties Union
- American Eagle Outfitters
- American Family Insurance Group
- Amsted Industries
- Andersons, The
- Aramark
- Ardent Mills
- Armstrong World Industries
- Asante Health System
- Associated Food Stores
- Atrium Health
- Best Buy
- Bevmo Holdings
- Big Lots
- Billings Clinic
- Blue Cross and Blue Shield of Maine
- Bon-Ton Stores, The
- Bourns
- Brooks Brothers
- Brunello Cucinelli
- Burlington Coat Factory
- Campari America
- Carson Tahoe Regional Healthcare
- Caterpillar
- Catholic Health Initiatives
- Catholic Health Initiatives – St. Joseph's Health System
- CHI – Franciscan Health System
- CHI - St. Anthony Hospital
- CHI – St. Luke's Episcopal Health System
- Chico's
- Children's Place
- CHS
- CIGNA
- Cinemark USA
- CNH Global
- Colgate-Palmolive
- Constellation Brands
- Container Store, The
- Continental Automotive Systems
- Cooper Tire & Rubber
- Coverys
- Covestro
- Crocs
- CVS/Caremark
- David Yuman
- Dawn Food Products
- Daymon Worldwide
- Delicato Family Vineyards
- Dick's Sporting Goods
- Dixie College
- Dominion Resources
- dorma+kaba
- DSW
- Dynamesh
- Dyno Nobel
- E. I. du Pont de Nemours
- Eaton
- Edrington Group USA
- Elkem Silicones USA
- Engie North America
- Engie North America - United Water
- ERNI Electronics
- Estee Lauder
- Express



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

- Fairlife
- Fannie May Brands
- Fast Retailing
- FedEx
- FedEx -- FedEx Office and Print Services
- Ferrero Caribe Puerto Rico
- Ferrero USA
- Ferrero USA -- Nutello
- Fitesa Fiberweb
- Flexco
- Flowserve
- Foot Locker
- Foothill Family Clinic
- Fossil Group
- Fuller (H.B.)
- Gap
- Global Brands Group
- Gymboree
- Heineken USA
- Herman Miller Inc.
- Home Depot
- Horace Mann Services
- Hormel Foods
- Hugo Boss USA
- Hurtigruten
- Illinois Tool Works
- Ingevity
- Innophos
- Inova Health System
- Interplex Medical
- Iron County School District, UT
- Jackson Enterprises
- Japan Tobacco -- JT International USA
- jcpenny
- Jo-Ann Stores
- Kaiser Permanente - Southern California Region
- Kansas City Life Insurance
- Kimberly-Clark
- Kings Hawaiian
- Knauf Insulation GmbH
- Kohl's
- Komatsu Mining
- Kuraray America
- KWS Saat
- L.L. Bean
- Laerdal Medical
- Laureate Education
- LDS Church Religious Agencies
- Legacy Health System
- Lego Systems
- Levi Strauss & Company
- Lhoist North America -- Chemical Lime
- Lincoln Benefit Life
- Louis Dreyfus US
- Lundbeck
- Luxottica
- LVMH Moet Hennessy Louis Vuitton
- Macy's
- Magellan Health Services
- Magotteaux
- Main Street America Group
- Mattel
- Mayo Clinic
- Microsoft
- Mitsubishi Corporation -- MC Aviation Partners
- Molnlycke Health Care
- Momentive Performance Materials
- Moog
- MORPHE
- Movado Group
- Mozilla
- MultiCare Health System





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

- New York & Company
- Nike
- North American Breweries
- NRG Energy
- Nutreco Holding – Trouw Nutrition USA
- Office Depot
- Pabst Brewing
- PackSize
- Payless ShoeSource
- Perry Ellis International
- PetSmart
- Pier 1 Imports
- Ply Gem Siding Group
- Praxair
- Premera Blue Cross
- Presbyterian Healthcare Services
- Prime Therapeutics
- Procter & Gamble
- Providence Health and Services
- RB&G Engineering
- Richemont North America
- SABIC Innovative Plastics
- Saint-Gobain
- Sasol North America
- Schweitzer Engineering Laboratories
- Seattle Children's Hospital
- Securian
- Sheridan Memorial Hospital
- Signet Jewelers
- SMCP USA
- Sojitz Corporation of America
- Sonoco Products
- Southwest Gas
- Specialty's Cafe
- Sprouts Farmers Market,
- St. Charles Health System
- Stage Stores
- Staples
- SUPERVALU
- Swire Coca-Cola, USA
- Tailored Brands – Men's Wearhouse
- Tapestry – Coach
- Target
- Teka Interconnection Systems
- Tekni-Plex
- TJX
- TOMS
- Tory Burch
- Toyota Motor North America – Toyota Motor Sales, USA
- Tribal Lending Enterprises
- Tronox
- Troy
- Tuesday Morning
- Tyson Foods
- Ulta
- UnitedHealth Group
- University of Colorado Health
- University of Colorado Health – University of CO Hospital
- Utah State University
- Valvoline
- Vera Bradley Designs
- Virginia Mason Medical Center
- Walgreens
- Wallenius Wilhelmsen Logistics
- Warby Parker
- WD-40
- Weber State University
- Wescor – An Elitech Company
- West Ed
- Western Wyoming Community College, WY
- Westlake Chemical
- William Grant & Sons
- Workers Compensation Fund
- Zeon Chemicals





## Public Sector Organizations (West, excluding CA)

- City of Bountiful, UT
- City of Brigham, UT
- City of Colorado Springs, CO
- City of Denver, CO
- City of Gillette, WY
- City of Herriman, UT
- City of Jackson, WY
- City of Kennewick, WA
- City of Las Vegas, NV
- City of Layton, UT
- City of Murray, UT
- City of Phoenix, AZ
- City of Portland, OR
- City of Price, UT
- City of Renton, WA
- City of Salt Lake, UT
- City of Seattle, WA
- City of South Jordan, UT
- City of Sparks, NV
- City of Tucson, AZ
- City of Vancouver, WA
- County of Benton, WA
- County of Cache, UT
- County of Chelan, WA
- County of Davis, UT
- County of Grant, WA
- County of King, WA
- County of Kittitas, WA
- County of Klickitat, WA
- County of Laramie, WY
- County of Marion, OR
- County of Summit, UT
- County of Utah, UT
- State of Arizona
- State of Colorado
- State of Nevada
- State of Oregon
- State of Utah



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



## Benefits Market Analysis – Methodology

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

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

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

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



## Benefits Market Analysis – Methodology

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

- Using 401(k) plans as an example, the table below compares three match formulas:

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

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

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





## Benefits Market Analysis - Methodology

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

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

### Internal Equity

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





## Thank you

**Malinda Riley**  
Senior Principal

**Lisa Bailey**  
Senior Consultant



## Appendix G – §67-5309C Annual Surveys, Reports and Recommendations, Idaho Code

TITLE 67  
STATE GOVERNMENT AND STATE AFFAIRS  
CHAPTER 53  
PERSONNEL SYSTEM

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

(2) A report of the results of the annual salary and benefit surveys and recommendations for changes to meet the requirements of section 67-5309A, Idaho Code, together with their estimated costs of implementation, shall be submitted to the governor and the legislature not later than the first day of December of each year. The recommendation shall include, at a minimum, four (4) components to address the compensation philosophy described in section 67-5309A, Idaho Code, and shall include specific funding recommendations for each component:

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

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

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

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

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

(4) The legislature may, by concurrent resolution, accept, modify or reject the governor's recommendations, but any such action by the legislature, at a minimum, shall address the four (4) components and subsequent funding of each component required in this section. The failure of the legislature to accept, modify or reject the recommendations prior to adjournment sine die shall constitute approval of the governor's recommendations, and such recommendations shall be funded through appropriations provided by law. The administrator of the division of human resources shall implement necessary and authorized changes to salary and pay schedule by rule. The director of the department of administration shall implement necessary and authorized changes to benefits.

History: [67-5309C, added 2006, ch. 380, sec. 14, p. 1190

## Appendix H – List of Classified and Non-Classified Agencies

### AGENCIES WITH ONE OR MORE CLASSIFIED EMPLOYEES

- Accountancy Board\*
- Administration, Department of\*
- Aging, Commission on\*
- Agriculture, Department of\*
- Blind & Visually Impaired, Comm. for the\*
- Boise State University\*
- Brand Inspector\*
- Building Safety, Division of\*
- Career & Technical Education, Division of\*
- Commerce, Department of\*
- Correction, Department of\*
- Dentistry Board\*
- Education Board\*
- Endowment Fund Investment Board\*
- Environmental Quality, Department of\*
- Finance, Department of\*
- Fish and Game, Department of\*
- Health and Welfare, Department of\*
- Health District 1 (Panhandle)\*
- Health District 2 (North Central)\*
- Health District 3 (Southwest)\*
- Health District 4 (Central)\*
- Health District 5 (South Central)\*
- Health District 6 (Southeast)\*
- Health District 7 (Eastern)\*
- Hispanic Affairs, Commission on\*
- Historical Society\*
- Human Resources, Division of\*
- Idaho State University\*
- Independent Living Council\*
- Industrial Commission\*
- Information Technology Serv, Office of\*
- Insurance, Department of\*
- Juvenile Corrections, Department of\*
- Labor, Department of\*
- Lands, Department of\*
- Lava Hot Springs Foundation\*
- Lewis - Clark State College\*
- Libraries, Commission for\*
- Liquor Division\*
- Lottery Commission\*
- Medicine Board\*
- Nursing Board\*
- Occupational Licenses, Bureau of\*
- Outfitters and Guides Licensing Board\*
- Pardons and Parole Commission\*
- Parks and Recreation, Department of\*
- Public Employee Retirement System of Idaho (PERSI)\*
- Pharmacy Board\*
- Police\*
- Prof Engineers & Land Surveyors Board\*
- Public Defense Commission
- Public Television\*
- Public Utilities Commission\*
- Racing Commission\*
- Real Estate Commission\*
- Soil & Water Conservation Commission\*
- Tax Appeals Board\*
- Tax Commission\*
- Transportation, Department of\*
- Veterans Services, Division of\*
- Veterinary Medicine Board\*
- Vocational Rehabilitation, Division of\*
- Water Resources, Department of\*
- Workforce Development Council\*

### AGENCIES WITH ONLY NON-CLASSIFIED EMPLOYEES

- Arts, Commission on the\*
- Attorney General, Office of the
- Code Commission
- Controller, Office of the State
- Correctional Industries\*
- Drug Policy, Office of\*
- Energy & Minerals Resources, Office of\*
- Governor, Office of the
- Financial Management, Division of\*
- House of Representatives
- Judicial Branch
- Legislative Services Office
- Lieutenant Governor, Office of
- Military Division\*
- Performance Evaluations, Office of
- Secretary of State, Office of
- Senate
- Species Conservation, Office of\*
- State Appellate Public Defender\*
- State Insurance Fund
- STEM Action Center\*
- Superintendent of Public Instruction
- Treasurer, Office of the State
- University of Idaho\*

**Total Number of State Agencies = 89 (Classified 65; Non-Classified 24) \*Executive Branch Agencies (67)**

## Appendix I – §67-5303 Application to State Employees, Idaho Code

TITLE 67  
STATE GOVERNMENT AND STATE AFFAIRS  
CHAPTER 53  
PERSONNEL SYSTEM

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

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

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

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

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

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

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

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

(h) All employees of the Idaho state bar.

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

(j) Officers, members of the teaching staffs of state educational institutions, the professional staff of the Idaho department of education administered by the board of regents and the board of education, and the professional staffs of the Idaho division of career technical education and vocational rehabilitation administered by the state board for career technical education. "Teaching staff" includes teachers, coaches, resident directors, librarians and those principally engaged in academic research. The word "officer" means presidents, vice presidents, deans, directors, or employees in positions designated by the state board who receive an annual salary of not less than step "A" of the pay grade equivalent to three hundred fifty-five (355) Hay points in the state compensation schedule. A nonclassified employee who is designated as an "officer" on July 5, 1991, but does not meet the requirements of this subsection, may make a one (1) time irrevocable election to remain nonclassified. Such an election must be made not later than August 2, 1991. When such positions become vacant, these positions will be reviewed and designated as either classified or

nonclassified in accordance with this subsection.

(k) Employees of the military division.

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

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

(n) Temporary employees.

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

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

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

(r) All deputy administrators and wardens employed by the department of correction. Deputy administrators are defined as only the deputy administrators working directly for the nonclassified division administrators under the director of the department of correction.

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

(t) Any division administrator.

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

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

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

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

(y) All quality assurance specialists or medical investigators of the



Idaho board of medicine.

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

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

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

## Appendix J – §67-5309B Idaho Compensation Plan, Idaho Code

TITLE 67  
STATE GOVERNMENT AND STATE AFFAIRS  
CHAPTER 53  
PERSONNEL SYSTEM

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

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

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

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

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

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

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

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

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

## Appendix K – Payline Exception, Specific Occupational Inequities

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

Class Code	Title	Number of Classified Employees	Pay Grade	Temporary Pay Grade	Number of Employees Over Pay Grade Max	Total of Salaries over Pay Grade Max
7203	Clinical Specialist	18	M	O	14	\$148,439
6538	Electrician	13	I	J	0	-
6276	Electrician, Traffic Signal	6	I	J	0	-
6616	HVAC Specialist	21	I	J	0	-
7808	Instructor	28	K	L	0	-
7433	ISP Forensic Scientist 2	20	K	L	13	\$25,626
6572	Locksmith	5	G	H	0	-
7610	Nursing Assistant, Certified	79	F	G	11	\$26,437
7476	Pharmacist, Clinical	5	O	Q	5	\$40,061
7478	Pharmacy Services Specialist	2	M	P	2	\$36,296
7474	Pharmacy Services Supervisor	3	P	R	3	\$14,238
7209	Physician, Clinical Director - Community	0*	Q	V	0	-
7211	Physician, Epidemiologist - State	1	Q	V	1	\$101,525
7207	Physician, Medical Clinic - Institution	2	Q	V	2	\$149,552
7206	Physician, Psychiatric Specialty	2	Q	V	2	\$201,947
7205	Physician, Public Health	1*	P	V	1	\$40,310
6550	Plumber	4	I	J	0	-
9406	Psychologist	2	M	O	1	\$6,344
9402	Psychologist, Chief of	3	O	P	3	\$5,179
7727	Therapist	5	L	M	1	\$7,301
7710	Therapist, Early Intervention	13	L	M	6	\$12,688
		232	* Hired as Temporary Employees. Temps not included in total salaries over max.		65	**\$815,943

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

## Appendix L – FY 2019 Salary Structure

### FY 2019 Compensation Schedule – Effective 6/17/2018

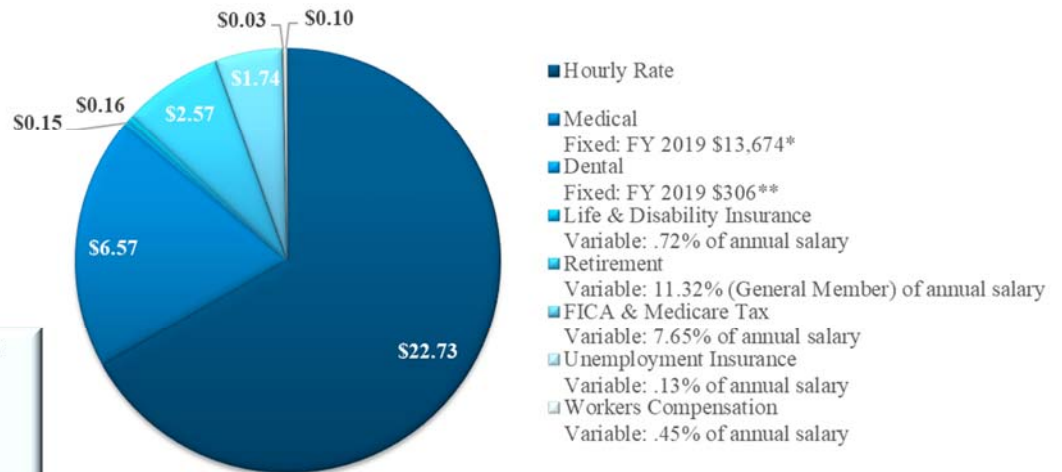
Pay Grade	Minimum Points	Grade Points	Maximum Points	Hourly			Annual		
				Minimum	Policy*	Maximum	Minimum	Policy*	Maximum
D	Below 110 Points			\$7.25	\$10.77	\$13.47	\$15,080	\$22,402	\$28,018
E	110	119	130	\$8.44	\$12.04	\$15.06	\$17,555	\$25,043	\$31,325
F	131	142	154	\$9.50	\$13.55	\$16.95	\$19,760	\$28,184	\$35,256
G	155	169	184	\$10.77	\$15.40	\$19.24	\$22,402	\$32,032	\$40,019
H	185	201	219	\$12.41	\$17.73	\$22.17	\$25,813	\$36,878	\$46,114
I	220	240	262	\$14.49	\$20.71	\$25.88	\$30,139	\$43,077	\$53,830
J	263	286	312	\$16.35	\$23.35	\$29.19	\$34,008	\$48,568	\$60,715
K	313	341	372	\$18.31	\$26.15	\$32.68	\$38,085	\$54,392	\$67,974
L	373	406	443	\$20.66	\$29.52	\$36.90	\$42,973	\$61,402	\$76,752
M	444	485	528	\$23.36	\$33.37	\$41.73	\$48,589	\$69,410	\$86,798
N	529	578	630	\$25.81	\$36.87	\$46.09	\$53,685	\$76,690	\$95,867
O	631	688	750	\$27.97	\$39.96	\$49.96	\$58,178	\$83,117	\$103,917
P	751	828	904	\$30.58	\$43.70	\$54.62	\$63,606	\$90,896	\$113,610
Q	905	998	1090	\$33.67	\$48.10	\$60.13	\$70,034	\$100,048	\$125,070
R	1091	1176	1292	\$37.36	\$53.36	\$66.71	\$77,709	\$110,989	\$138,757
S	1293	1399	1531	\$41.89	\$59.85	\$74.83	\$87,131	\$124,488	\$155,646
T	1532	1665	1822	\$47.32	\$67.60	\$84.50	\$98,426	\$140,608	\$175,760
U	1823	1980	2166	\$53.78	\$76.82	\$96.03	\$111,862	\$159,786	\$199,742
V	2167	2354	2575	\$61.47	\$87.81	\$109.76	\$127,858	\$182,645	\$228,301

\* Per Idaho Code §67-5309B Idaho Compensation Plan, the policy rate should equal the midpoint market average and be adjusted accordingly. Idaho's policy rate is 7.2% below market average of the public sector and 21.6% below market average of the private sector.

## Appendix M – Sample State Employee Total Compensation Breakdown

The charts below illustrate the components of an employee’s total compensation and the related state paid costs. The benefits costs, equaling \$11.33 and \$13.36 per hour, are based on the average classified employee’s wage of \$22.73 an hour and another example of \$32.73 an hour.

### Total Compensation Breakdown of \$22.73 an Hour

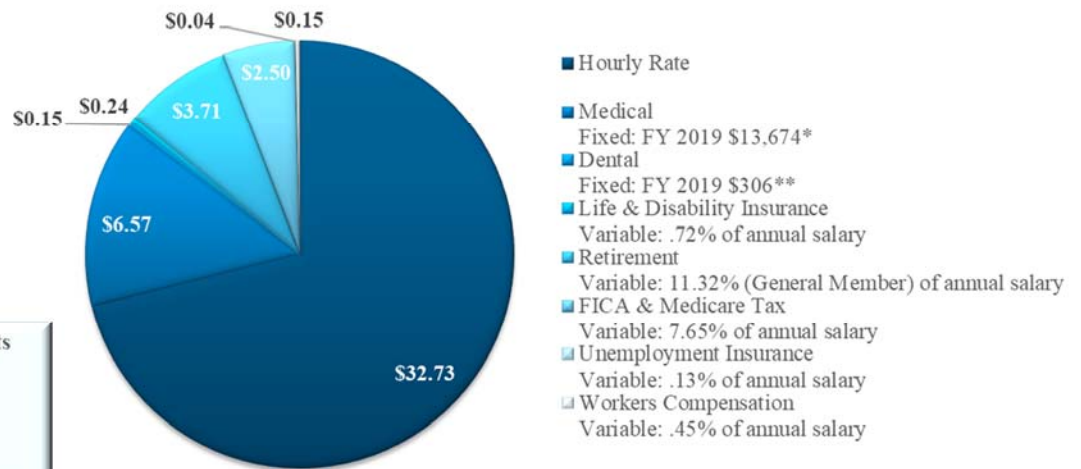


**Additional 49.8% of salary paid in benefits to an employee earning \$22.73 an hour**

Salary: \$22.73 an hour  
 Benefits: \$11.33 an hour  
 Total Comp: \$34.06 an hour

*\*28.9% of annual salary in this example; \*\*0.65% of annual salary in this example*

### Total Compensation Breakdown of \$32.73 an Hour



**Additional 40.8% of salary paid in benefits to an employee earning \$32.73 an hour**

Salary: \$32.73 an hour  
 Benefits: \$13.36 an hour  
 Total Comp: \$46.09 an hour

*\*20.1% of annual salary in this example; \*\*0.45% of annual salary in this example*



## Appendix N – §59-1322 Employer Contributions-Amounts-Rates-Amortization, Idaho Code

TITLE 59  
PUBLIC OFFICERS IN GENERAL  
CHAPTER 13

PUBLIC EMPLOYEE RETIREMENT SYSTEM

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

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

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

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

(a) "Valuation" means the most recent actuarial valuation.

(b) "Valuation date" means the date of such valuation.

(c) "Effective date" means the date the rates of contributions based on the valuation become effective pursuant to subsection (1) of this section.

(d) "End date" means the date thirty (30) years after the valuation date until July 1, 1993. On and after July 1, 1993, "end date" means twenty-five (25) years after the valuation date.

(e) "Unfunded actuarial liability" means the excess of the actuarial present value of (i) over the sum of the actuarial present values of (ii), (iii), (iv) and (v) as follows, all determined by the valuation as of the valuation date:

(i) all future benefits payable to all members and contingent annuitants;

(ii) the assets then held by the funding agent for the payment of benefits under this chapter;

(iii) the future normal costs payable in respect of all then active members;

(iv) the future contributions payable under sections 59-1331 through 59-1334, Idaho Code, by all current active members;

(v) the future contributions payable to the retirement system under sections 33-107A and 33-107B, Idaho Code.

(f) "Projected salaries" means the sum of the annual salaries of all members in the system.

(g) "Scheduled amortization amount" means the actuarial present value of future contributions payable as amortization payment from the valuation date until the effective date.

(5) The minimum amortization payment rate shall be that percentage, calculated as of the valuation date, of the then actuarial present value of the projected salaries from the effective date to the end date which is equivalent to the excess of the unfunded actuarial liability over the scheduled amortization amount. History: [(59-1322) 1963, ch. 349, Art. 9, sec. 1, p. 988; am. 1974, ch. 57, sec. 17, p. 1118; am. 1979, ch. 158, sec. 5, p. 485; am. 1980, ch. 51, sec. 1, p. 106; am. 1982, ch. 243, sec. 4, p. 630; am. 1984, ch. 132, sec. 7, p. 318; am. 1986, ch. 143, sec. 3, p. 401; am. 1986, ch. 146, sec. 1, p. 408; am. 1987, ch. 348, sec. 1, p. 763; am. 1988, ch. 237, sec. 1, p. 465; am. and redesisg, 1990, ch. 231, sec. 18, p. 626; am. 1990, ch. 249, sec. 8, p. 712; am. 1992, ch. 342, sec. 5, p. 1047; am. 1999, ch. 271, sec. 1, p. 683.]

## Appendix O – Workforce Demographics by County

Work County	Employee Count
ADA	11,430
ADAMS	18
BANNOCK	2,618
BEAR LAKE	29
BENEWAH	79
BINGHAM	471
BLAINE	44
BOISE	19
BONNER	180
BONNEVILLE	687
BOUNDARY	49
BUTTE	10
CAMAS	8
CANYON	828
CARIBOU	25
CASSIA	136
CLARK	12
CLEARWATER	358
CUSTER	57
ELMORE	53
FRANKLIN	17
FREMONT	254
GEM	12
GOODING	35
IDAHO	149
JEFFERSON	114
JEROME	100
KOOTENAI	1,021
LATAH	4,069
LEMHI	106
LEWIS	60
LINCOLN	83
MADISON	50
MINIDOKA	39
NEZPERCE	1,739
ONEIDA	15
OUT-OF-STATE	4
OWYHEE	33
PAYETTE	49
POWER	43
SHOSHONE	114
TETON	15
TWIN FALLS	490
VALLEY	86
WASHINGTON	14

## Appendix P – Classified Turnover by Separation Code

Reason for Leaving Code	Count of Employees	Percentage of Employees
Personal	868	44.2%
Retirement	395	20.1%
Private Sector Job	189	9.6%
Transfer to Another Agency	187	9.5%
Failure to Complete Entrance Probation	71	3.6%
Layoff/Medical	67	3.4%
Termination	46	2.3%
County Job	27	1.4%
City Job	20	1.0%
Federal Job	19	1.0%
Layoff/Shortage of Work	17	0.9%
State Job (Not in Idaho)	14	0.7%
Death	12	0.6%
School District Job	12	0.6%
Medical Retirement	10	0.5%
Layoff/Budget Restriction	5	0.3%
Military	5	0.3%
<b>Total</b>	<b>1,964</b>	<b>100%</b>

## Appendix Q – Classified Average Pay Rate & Turnover by Pay Grade

Pay Grade	Count of Employee	Percent of Total	Average Pay Rate	Policy Rate	Average Compa-Ratio	FY 2018 Turnover Rate
E	205	2%	\$11.12	\$12.04	92.30%	25.40%
F	206	2%	\$11.75	\$13.55	86.70%	30.40%
G	705	5%	\$13.80	\$15.40	89.60%	21.50%
H	1,468	11%	\$15.61	\$17.73	88.00%	14.80%
I	2,199	17%	\$17.72	\$20.71	85.50%	19.60%
J	1,809	14%	\$20.49	\$23.35	87.70%	11.00%
K	1,547	12%	\$22.76	\$26.15	87.00%	12.00%
L	2,180	17%	\$26.18	\$29.52	88.70%	12.30%
M	1,546	12%	\$30.65	\$33.37	91.80%	9.00%
N	608	5%	\$34.60	\$36.87	93.90%	8.00%
O	245	2%	\$40.37	\$39.96	101.00%	8.30%
P	198	2%	\$43.28	\$43.70	99.00%	7.30%
Q	15	0%	\$54.55	\$48.10	113.40%	0.00%
R	3	0%	\$57.28	\$53.36	107.30%	0.00%
V	6	0%	\$106.00	\$87.81	120.70%	13.30%

## Appendix R – Classified Employees Total Separations by Agency FY 14-18

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	8.0%	0	0.0%	0	0.0%	1	40.0%	0	0.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	17.3%	33	30.3%	18	15.3%	18	15.1%	16	13.3%	15	12.6%
AGING, COMMISSION ON	6.9%	2	17.4%	1	8.7%	1	8.3%	0	0.0%	0	0.0%
AGRICULTURE, DEPARTMENT OF	17.0%	31	16.9%	34	19.4%	33	19.2%	24	14.2%	25	15.0%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	8.5%	2	5.1%	3	7.8%	3	8.1%	5	13.5%	3	7.8%
BOISE STATE UNIVERSITY	16.4%	85	15.3%	94	16.9%	78	14.2%	87	15.2%	120	20.3%
BRAND INSPECTOR, STATE	9.3%	2	6.3%	4	12.9%	5	16.7%	1	3.5%	2	7.4%
BUILDING SAFETY, DIVISION OF	8.9%	11	8.7%	14	11.9%	6	5.4%	13	12.4%	6	5.9%
CAREER-TECHNICAL EDUCATION, DIVISION OF	30.1%	5	45.5%	3	26.1%	5	41.7%	1	8.7%	3	28.6%
COMMERCE, DEPARTMENT OF	15.9%	4	10.8%	2	5.8%	5	14.7%	6	17.4%	11	31.0%
CONSERVATION, SOIL AND WATER COMMISSION	10.8%	4	22.9%	3	17.7%	0	0.0%	2	13.3%	0	0.0%
CORRECTION, DEPARTMENT OF	17.5%	328	17.6%	318	16.6%	304	15.7%	386	21.2%	262	16.3%
DENTISTRY, BOARD OF	23.3%	0	0.0%	1	50.0%	0	0.0%	1	66.7%	0	0.0%
EASTERN IDAHO TECHNICAL COLLEGE		41		8	22.5%	10	27.0%	7	18.2%	7	18.0%
EDUCATION, STATE BOARD OF	67.1%	6	109.1%	2	36.4%	2	50.0%	1	40.0%	2	100.0%



Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
ENDOWMENT FUND INVESTMENT BOARD	30.0%	0	0.0%	1	50.0%	1	50.0%	0	0.0%	1	50.0%
ENGINEERS AND LAND SURVEYORS PROFESSIONAL BOARD	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	9.3%	33	9.7%	44	13.1%	28	8.5%	28	8.6%	22	6.8%
FINANCE, DEPARTMENT OF	10.4%	4	6.5%	4	6.7%	6	10.2%	8	13.5%	9	15.0%
FISH AND GAME, DEPARTMENT OF	7.9%	44	8.3%	52	9.9%	44	8.3%	32	6.0%	38	7.2%
HEALTH AND WELFARE, DEPARTMENT OF	16.6%	450	16.6%	436	16.1%	393	14.5%	492	18.7%	451	17.1%
HEALTH DISTRICT 1 (PANHANDLE)	22.7%	28	24.8%	26	23.0%	19	17.5%	30	27.9%	22	20.3%
HEALTH DISTRICT 2 (NORTH CENTRAL)	12.9%	8	19.1%	8	17.4%	4	8.7%	3	7.0%	5	12.2%
HEALTH DISTRICT 3 (SOUTHWEST)	11.3%	6	6.6%	16	17.2%	10	11.2%	6	7.2%	12	14.4%
HEALTH DISTRICT 4 (CENTRAL)	17.0%	15	14.6%	24	22.2%	19	17.0%	16	14.7%	18	16.3%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	17.2%	9	13.1%	6	8.5%	11	16.3%	15	22.6%	18	25.7%
HEALTH DISTRICT 6 (SOUTHEASTERN)	15.2%	11	15.3%	9	12.2%	8	11.2%	17	23.5%	10	13.6%
HEALTH DISTRICT 7 (EASTERN)	16.5%	13	13.8%	11	11.4%	24	24.7%	13	14.2%	16	18.4%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	16.2%	10	23.3%	7	16.1%	6	14.3%	4	9.9%	7	17.3%
HUMAN RESOURCES, DIVISION OF	33.5%	2	19.1%	4	47.1%	2	28.6%	2	28.6%	4	44.4%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
IDAHO STATE UNIVERSITY	11.3%	91	14.7%	81	12.1%	85	12.4%	50	7.7%	61	9.7%
INDEPENDENT LIVING COUNCIL	18.0%	0	0.0%	0	0.0%	1	50.0%	1	40.0%	0	0.0%
INDUSTRIAL COMMISSION	22.0%	17	23.1%	16	21.8%	26	34.7%	12	15.8%	11	14.6%
INSURANCE, DEPARTMENT OF	21.0%	12	21.4%	16	28.6%	9	16.2%	9	16.2%	13	22.6%
JUVENILE CORRECTIONS, DEPARTMENT OF	16.4%	59	14.8%	50	12.7%	75	19.4%	67	17.3%	68	17.7%
LABOR, DEPARTMENT OF	13.0%	64	13.2%	68	13.3%	73	13.5%	68	12.0%	78	13.2%
LANDS, DEPARTMENT OF	11.3%	25	8.7%	33	12.1%	38	14.6%	31	12.4%	21	8.6%
LAVA HOT SPRINGS FOUNDATION	12.9%	1	7.4%	3	25.0%	3	24.0%	0	0.0%	1	8.3%
LEWIS-CLARK STATE COLLEGE	19.0%	28	22.4%	25	19.6%	16	12.7%	20	16.1%	31	24.4%
LIBRARIES, IDAHO COMMISSION FOR	10.7%	5	14.7%	4	11.9%	3	8.8%	1	3.0%	5	15.2%
LIQUOR DIVISION, IDAHO STATE	21.2%	44	20.6%	50	24.1%	37	18.3%	43	21.8%	42	21.4%
LOTTERY COMMISSION, IDAHO STATE	18.1%	0	0.0%	2	25.0%	0	0.0%	3	35.3%	3	30.0%
MEDICINE, BOARD OF	9.4%	3	35.3%	0	0.0%	0	0.0%	1	11.8%	0	0.0%
NURSING, BOARD OF	28.1%	1	13.3%	0	0.0%	2	30.8%	2	36.4%	3	60.0%
OCCUPATIONAL LICENSES, BUREAU OF	14.1%	3	8.5%	7	20.9%	3	9.5%	7	22.2%	3	9.2%
OUTFITTERS AND GUIDES LICENSING BOARD	11.4%	0	0.0%	2	57.1%	0	0.0%	0	0.0%	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	15.8%	3	9.0%	3	9.5%	5	16.1%	4	13.3%	9	31.0%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
PARKS AND RECREATION, DEPARTMENT OF	12.4%	19	12.8%	13	8.8%	19	13.4%	19	14.0%	18	13.2%
PERSI	18.5%	5	8.6%	17	30.1%	14	25.9%	8	15.2%	7	12.8%
PHARMACY, BOARD OF	10.9%	3	26.1%	1	8.7%	0	0.0%	1	9.5%	1	10.0%
POLICE, IDAHO STATE	9.6%	41	8.0%	44	8.8%	54	11.2%	60	12.6%	34	7.2%
PUBLIC TELEVISION	6.0%	8	13.8%	0	0.0%	3	5.9%	2	4.1%	3	6.4%
PUBLIC UTILITIES COMMISSION	15.7%	6	15.6%	8	20.8%	3	8.1%	7	19.7%	5	14.3%
RACING, STATE COMMISSION	26.7%	0	0.0%	1	66.7%	0	0.0%	0	0.0%	1	66.7%
REAL ESTATE COMMISSION, IDAHO	17.5%	2	18.2%	2	17.4%	1	10.0%	4	42.1%	0	0.0%
STATE PUBLIC DEFENSE COMMISSION	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX APPEALS, BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX COMMISSION, IDAHO STATE	10.6%	46	10.6%	44	10.4%	43	10.4%	48	11.5%	43	10.2%
TRANSPORTATION, DEPARTMENT OF	11.6%	173	11.6%	209	14.2%	163	10.9%	172	11.0%	170	10.5%
VETERANS SERVICES, DIVISION OF	33.0%	93	29.9%	114	36.7%	109	36.3%	86	29.5%	97	32.6%
VETERINARY MEDICINE, BOARD OF	43.3%	0	0.0%	1	50.0%	0	0.0%	1	100.0%	1	66.7%
VOCATIONAL REHABILITATION, DIVISION OF	16.8%	11	20.4%	5	9.4%	13	24.5%	8	14.8%	8	14.8%
WATER RESOURCES, DEPARTMENT OF	12.5%	14	9.5%	16	11.4%	17	12.5%	19	14.2%	20	14.9%
<b>STATEWIDE</b>	<b>14.9%</b>	<b>1,964</b>	<b>15.1%</b>	<b>1,988</b>	<b>15.2%</b>	<b>1,861</b>	<b>14.2%</b>	<b>1,970</b>	<b>15.4%</b>	<b>1,846</b>	<b>14.5%</b>

### Appendix S – Classified Employees Voluntary Separations by Agency FY 14-18

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	9.8%	25	22.9%	8	6.8%	8	6.7%	6	5.0%	9	7.6%
AGING, COMMISSION ON	5.1%	1	8.7%	1	8.7%	1	8.3%	0	0.0%	0	0.0%
AGRICULTURE, DEPARTMENT OF	9.5%	14	7.7%	22	12.6%	18	10.5%	14	8.3%	14	8.4%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	3.3%	1	2.5%	0	0.0%	1	2.7%	2	5.4%	1	2.6%
BOISE STATE UNIVERSITY	8.7%	53	9.6%	50	9.0%	49	8.9%	46	8.0%	47	7.9%
BRAND INSPECTOR, STATE	4.6%	0	0.0%	0	0.0%	2	6.7%	1	3.5%	1	3.7%
BUILDING SAFETY, DIVISION OF	3.5%	6	4.7%	6	5.1%	2	1.8%	5	4.8%	1	1.0%
CAREER-TECHNICAL EDUCATION, DIVISION OF	16.0%	1	9.1%	2	17.4%	3	25.0%	0	0.0%	3	28.6%
COMMERCE, DEPARTMENT OF	9.2%	3	8.1%	1	2.9%	3	8.8%	4	11.6%	5	14.5%
CONSERVATION, SOIL AND WATER COMMISSION	7.7%	2	11.4%	1	5.9%	0	0.0%	2	13.3%	0	0.0%
CORRECTION, DEPARTMENT OF	8.1%	163	8.8%	161	8.3%	149	7.7%	152	8.3%	124	7.5%
DENTISTRY, BOARD OF	38.9%	0	0.0%	1	50.0%	0	0.0%	1	66.7%	0	0.0%
EASTERN IDAHO TECHNICAL COLLEGE		31		5	14.1%	6	16.2%	1	2.6%	5	13.2%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
EDUCATION, STATE BOARD OF	43.2%	4	72.7%	1	18.2%	1	25.0%	0	0.0%	2	100.0%
ENDOWMENT FUND INVESTMENT BOARD	16.7%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	5.1%	16	4.7%	26	7.8%	11	3.3%	17	5.3%	14	4.3%
FINANCE, DEPARTMENT OF	4.7%	1	1.6%	3	5.0%	1	1.7%	4	6.7%	5	8.3%
FISH AND GAME, DEPARTMENT OF	3.1%	17	3.2%	20	3.8%	18	3.2%	14	2.6%	15	2.8%
HEALTH AND WELFARE, DEPARTMENT OF	8.7%	245	9.0%	229	8.5%	198	7.3%	251	9.5%	237	9.0%
HEALTH DISTRICT 1 (PANHANDLE)	11.6%	13	11.5%	13	11.5%	13	12.0%	14	13.0%	11	10.2%
HEALTH DISTRICT 2 (NORTH CENTRAL)	7.8%	6	14.3%	6	13.0%	1	2.2%	2	4.7%	2	4.8%
HEALTH DISTRICT 3 (SOUTHWEST)	6.6%	4	4.4%	9	9.7%	6	6.7%	4	4.8%	6	7.2%
HEALTH DISTRICT 4 (CENTRAL)	9.8%	9	8.7%	14	13.0%	8	7.2%	9	8.3%	13	11.9%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	9.7%	6	8.8%	4	5.7%	4	5.9%	10	15.0%	9	13.2%
HEALTH DISTRICT 6 (SOUTHEASTERN)	8.5%	7	9.7%	6	8.2%	4	5.6%	7	9.7%	7	9.4%
HEALTH DISTRICT 7 (EASTERN)	7.5%	7	7.4%	7	7.3%	9	9.4%	8	8.7%	4	4.6%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	8.1%	5	11.6%	3	6.9%	5	11.9%	1	2.5%	3	7.5%



Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
HUMAN RESOURCES, DIVISION OF	16.6%	1	9.5%	1	11.8%	1	14.3%	1	14.3%	3	33.3%
IDAHO STATE UNIVERSITY	6.6%	53	8.6%	44	6.6%	45	6.7%	31	4.8%	40	6.4%
INDEPENDENT LIVING COUNCIL	30.0%	0	0.0%	0	0.0%	1	50.0%	1	40.0%	0	0.0%
INDUSTRIAL COMMISSION	12.1%	8	10.9%	8	10.9%	16	21.3%	6	7.9%	7	9.3%
INSURANCE, DEPARTMENT OF	11.7%	4	7.1%	11	19.6%	4	7.2%	5	9.0%	9	15.7%
JUVENILE CORRECTIONS, DEPARTMENT OF	10.4%	39	9.8%	29	7.4%	52	13.4%	45	11.6%	37	9.7%
LABOR, DEPARTMENT OF	6.4%	31	6.4%	36	7.1%	38	7.2%	39	6.9%	27	4.6%
LANDS, DEPARTMENT OF	5.7%	13	4.5%	14	5.1%	21	8.1%	14	5.6%	13	5.3%
LAVA HOT SPRINGS FOUNDATION	8.2%	0	0.0%	1	8.3%	2	16.0%	0	0.0%	1	8.3%
LEWIS-CLARK STATE COLLEGE	9.4%	14	11.2%	16	12.6%	7	5.6%	7	5.6%	15	12.0%
LIBRARIES, IDAHO COMMISSION FOR	3.0%	1	2.9%	1	3.0%	2	5.9%	0	0.0%	1	3.0%
LIQUOR DIVISION, IDAHO STATE	9.7%	24	11.2%	22	10.6%	14	6.8%	19	9.6%	20	10.2%
LOTTERY COMMISSION, IDAHO STATE	11.4%	0	0.0%	1	12.5%	0	0.0%	1	11.8%	1	10.0%
MEDICINE, BOARD OF	11.8%	3	35.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NURSING, BOARD OF	30.6%	0	0.0%	0	0.0%	1	15.4%	2	36.4%	2	40.0%
OCCUPATIONAL LICENSES, BUREAU OF	8.0%	3	8.5%	2	6.0%	2	6.4%	6	19.1%	0	0.0%
OUTFITTERS AND GUIDES LICENSING BOARD	9.5%	0	0.0%	1	28.6%	0	0.0%	0	0.0%	0	0.0%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
PARDONS AND PAROLE, COMMISSION OF	11.3%	1	3.0%	3	9.5%	4	12.9%	2	6.7%	7	24.6%
PARKS AND RECREATION, DEPARTMENT OF	6.9%	12	8.1%	10	6.8%	7	5.0%	10	7.4%	10	7.4%
PERSI	7.7%	2	3.5%	6	10.6%	4	7.4%	7	13.3%	2	3.7%
PHARMACY, BOARD OF	4.4%	1	8.7%	1	8.7%	0	0.0%	0	0.0%	0	0.0%
POLICE, IDAHO STATE	4.0%	18	3.5%	19	3.8%	19	3.9%	27	5.7%	15	3.2%
PUBLIC TELEVISION	3.8%	4	6.9%	0	0.0%	2	4.0%	1	2.0%	1	2.1%
PUBLIC UTILITIES COMMISSION	5.9%	1	2.6%	4	10.4%	2	5.4%	3	8.5%	1	2.9%
RACING, STATE COMMISSION	44.4%	0	0.0%	1	66.7%	0	0.0%	0	0.0%	1	66.7%
REAL ESTATE COMMISSION, IDAHO	13.4%	0	0.0%	1	8.7%	0	0.0%	3	31.6%	0	0.0%
STATE PUBLIC DEFENSE COMMISSION	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX APPEALS, BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX COMMISSION, IDAHO STATE	5.1%	24	5.6%	21	5.0%	16	3.8%	25	6.0%	21	5.0%
TRANSPORTATION, DEPARTMENT OF	4.2%	58	3.9%	63	4.3%	67	4.5%	67	4.3%	67	4.2%
VETERANS SERVICES, DIVISION OF	14.3%	43	13.8%	45	14.5%	54	18.0%	34	11.7%	40	13.4%
VETERINARY MEDICINE, BOARD OF	16.7%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%
VOCATIONAL REHABILITATION, DIVISION OF	11.2%	8	14.8%	0	0.0%	7	13.2%	5	9.3%	4	7.4%
WATER RESOURCES, DEPARTMENT OF	6.8%	10	6.8%	8	5.7%	9	6.6%	8	6.0%	12	9.0%
<b>STATEWIDE</b>	<b>7.3%</b>	<b>1,016</b>	<b>7.8%</b>	<b>969</b>	<b>7.4%</b>	<b>919</b>	<b>7.0%</b>	<b>944</b>	<b>7.4%</b>	<b>895</b>	<b>7.1%</b>

### Appendix T – Classified Employees Involuntary Separations by Agency FY 14-18

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ADMINISTRATION, DEPARTMENT OF	2.9%	4	3.7%	3	2.5%	3	2.5%	5	4.3%	2	1.7%
AGING, COMMISSION ON	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
AGRICULTURE, DEPARTMENT OF	3.7%	9	4.9%	8	4.6%	4	2.3%	3	1.8%	8	4.8%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	2.7%	0	0.0%	0	0.0%	2	5.4%	1	2.8%	0	0.0%
BOISE STATE UNIVERSITY	3.1%	14	2.5%	30	5.4%	19	3.4%	10	1.8%	13	2.2%
BRAND INSPECTOR, STATE	3.3%	0	0.0%	1	3.2%	3	10.0%	0	0.0%	0	0.0%
BUILDING SAFETY, DIVISION OF	2.1%	2	1.6%	4	3.4%	1	0.9%	4	3.7%	1	1.0%
CAREER-TECHNICAL EDUCATION, DIVISION OF	7.0%	2	18.2%	1	8.7%	1	8.3%	0	0.0%	0	0.0%
COMMERCE, DEPARTMENT OF	2.8%	1	2.7%	1	2.9%	1	2.9%	1	2.8%	1	2.9%
CONSERVATION, SOIL AND WATER COMMISSION	2.9%	1	5.7%	1	5.9%	0	0.0%	0	0.0%	0	0.0%
CORRECTION, DEPARTMENT OF	4.6%	124	6.7%	117	6.1%	121	6.3%	19	1.0%	46	2.8%
DENTISTRY, BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
EASTERN IDAHO TECHNICAL COLLEGE		9		3	8.5%	1	2.7%	4	10.3%	1	2.6%
EDUCATION, STATE BOARD OF	15.3%	2	36.4%	0	0.0%	1	25.0%	0	0.0%	0	0.0%
ENDOWMENT FUND INVESTMENT BOARD	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
ENVIRONMENTAL QUALITY, DEPARTMENT OF	0.8%	3	0.9%	3	0.9%	5	1.5%	1	0.3%	1	0.3%
FINANCE, DEPARTMENT OF	1.1%	0	0.0%	0	0.0%	2	3.4%	0	0.0%	0	0.0%
FISH AND GAME, DEPARTMENT OF	1.2%	9	1.7%	11	2.1%	9	1.7%	1	0.2%	2	0.4%
HEALTH AND WELFARE, DEPARTMENT OF	4.2%	140	5.2%	144	5.2%	123	4.6%	60	2.3%	92	3.5%
HEALTH DISTRICT 1 (PANHANDLE)	6.5%	12	10.6%	6	5.3%	5	4.6%	1	9.0%	3	2.8%
HEALTH DISTRICT 2 (NORTH CENTRAL)	1.1%	1	2.4%	0	0.0%	1	2.2%	0	0.0%	0	0.0%
HEALTH DISTRICT 3 (SOUTHWEST)	2.0%	2	2.2%	3	3.2%	1	1.1%	1	1.2%	2	2.4%
HEALTH DISTRICT 4 (CENTRAL)	3.3%	4	3.9%	5	4.6%	7	6.3%	1	0.9%	1	0.9%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	2.9%	2	2.9%	1	1.4%	6	8.9%	1	1.5%	0	0.0%
HEALTH DISTRICT 6 (SOUTHEASTERN)	2.2%	1	1.4%	1	1.4%	3	4.2%	2	2.9%	1	1.3%
HEALTH DISTRICT 7 (EASTERN)	4.2%	3	3.2%	2	2.1%	13	13.6%	1	1.1%	1	1.1%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	0.8%	0	0.0%	1	2.3%	0	0.0%	0	0.0%	0	0.0%
HUMAN RESOURCES, DIVISION OF	11.8%	1	9.5%	3	35.3%	1	14.3%	0	0.0%	0	0.0%
IDAHO STATE UNIVERSITY	2.3%	17	2.8%	25	3.7%	25	3.7%	2	0.3%	7	1.1%
INDEPENDENT LIVING COUNCIL	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
INDUSTRIAL COMMISSION	4.3%	4	5.4%	5	6.8%	6	8.0%	0	0.0%	1	1.3%
INSURANCE, DEPARTMENT OF	4.7%	5	8.9%	4	7.1%	2	3.6%	1	1.9%	1	1.7%

Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
JUVENILE CORRECTIONS, DEPARTMENT OF	3.0%	12	3.0%	17	4.3%	15	3.9%	5	1.3%	10	2.6%
LABOR, DEPARTMENT OF	1.7%	7	1.4%	9	1.8%	13	2.4%	5	0.9%	11	1.9%
LANDS, DEPARTMENT OF	1.6%	3	1.0%	9	3.3%	6	2.3%	4	1.6%	0	0.0%
LAVA HOT SPRINGS FOUNDATION	5.6%	0	0.0%	2	16.7%	0	0.0%	0	0.0%	0	0.0%
LEWIS-CLARK STATE COLLEGE	4.9%	12	9.6%	3	2.4%	8	6.4%	2	1.6%	6	4.8%
LIBRARIES, IDAHO COMMISSION FOR	1.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	3.0%
LIQUOR DIVISION, IDAHO STATE	6.6%	15	7.0%	21	10.1%	19	9.4%	5	2.5%	8	4.1%
LOTTERY COMMISSION, IDAHO STATE	4.2%	0	0.0%	1	12.5%	0	0.0%	0	0.0%	0	0.0%
MEDICINE, BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NURSING, BOARD OF	11.1%	1	13.3%	0	0.0%	0	0.0%	0	0.0%	1	20.0%
OCCUPATIONAL LICENSES, BUREAU OF	4.0%	0	0.0%	3	9.0%	0	0.0%	0	0.0%	1	3.1%
OUTFITTERS AND GUIDES LICENSING BOARD	9.5%	0	0.0%	1	28.6%	0	0.0%	0	0.0%	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	2.2%	0	0.0%	0	0.0%	1	3.2%	0	0.0%	1	3.5%
PARKS AND RECREATION, DEPARTMENT OF	1.2%	3	2.0%	0	0.0%	4	2.8%	0	0.0%	0	0.0%
PERSI	5.4%	1	1.7%	6	10.6%	6	11.1%	0	0.0%	2	3.7%
PHARMACY, BOARD OF	6.2%	1	8.7%	0	0.0%	0	0.0%	0	0.0%	1	10.0%
POLICE, IDAHO STATE	2.4%	17	3.3%	15	3.0%	17	3.5%	4	0.8%	7	1.5%
PUBLIC TELEVISION	0.6%	1	1.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PUBLIC UTILITIES COMMISSION	3.9%	2	5.2%	3	7.8%	0	0.0%	1	2.8%	0	0.0%
RACING, STATE COMMISSION	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
REAL ESTATE COMMISSION, IDAHO	9.9%	2	18.2%	1	8.7%	1	10.0%	1	12.5%	0	0.0%



Agency Name	5 Year Average Turnover Rate	FY 2018 Separations	FY 2018 Turnover Rate	FY 2017 Separations	FY 2017 Turnover Rate	FY 2016 Separations	FY 2016 Turnover Rate	FY 2015 Separations	FY 2015 Turnover Rate	FY 2014 Separations	FY 2014 Turnover Rate
STATE PUBLIC DEFENSE COMMISSION	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX APPEALS, BOARD OF	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TAX COMMISSION, IDAHO STATE	1.4%	5	1.2%	7	1.7%	9	2.2%	3	0.7%	6	1.4%
TRANSPORTATION, DEPARTMENT OF	2.3%	42	2.8%	47	3.2%	26	1.7%	30	2.0%	26	1.6%
VETERANS SERVICES, DIVISION OF	12.1%	39	12.5%	63	20.3%	50	16.7%	15	5.2%	18	6.0%
VETERINARY MEDICINE, BOARD OF	83.4%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1	66.7%
VOCATIONAL REHABILITATION, DIVISION OF	4.1%	2	3.7%	2	3.8%	5	9.4%	0	0.0%	2	3.7%
WATER RESOURCES, DEPARTMENT OF	1.7%	1	0.7%	5	3.6%	4	2.9%	1	0.7%	1	0.7%
<b>STATEWIDE</b>	<b>4.4%</b>	<b>538</b>	<b>4.1%</b>	<b>598</b>	<b>4.6%</b>	<b>550</b>	<b>4.2%</b>	<b>627</b>	<b>4.9%</b>	<b>287</b>	<b>4.1%</b>

## Appendix U – Classified Retirement Turnover by Agency

Agency Name	FY 2018 Retirements	FY 2018 Turnover Rate
ACCOUNTANCY, STATE BOARD OF	0	0.0%
ADMINISTRATION, DEPARTMENT OF	4	3.7%
AGING, COMMISSION ON	1	8.7%
AGRICULTURE, DEPARTMENT OF	8	4.4%
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	1	2.5%
BOISE STATE UNIVERSITY	18	3.3%
BRAND INSPECTOR, STATE	2	6.3%
BUILDING SAFETY, DIVISION OF	3	2.4%
CAREER-TECHNICAL EDUCATION, DIVISION OF	2	18.2%
COMMERCE, DEPARTMENT OF	0	0.0%
CONSERVATION, SOIL AND WATER COMMISSION	1	5.7%
CORRECTION, DEPARTMENT OF	40	2.2%
DENTISTRY, BOARD OF	0	0.0%
EASTERN IDAHO TECHNICAL COLLEGE	1	
EDUCATION, STATE BOARD OF	0	0.0%
ENDOWMENT FUND INVESTMENT BOARD	0	0.0%
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF	0	0.0%
ENVIRONMENTAL QUALITY, DEPARTMENT OF	14	4.1%
FINANCE, DEPARTMENT OF	3	4.9%
FISH AND GAME, DEPARTMENT OF	18	3.4%
HEALTH AND WELFARE, DEPARTMENT OF	63	2.3%
HEALTH DISTRICT 1 (PANHANDLE)	3	2.7%
HEALTH DISTRICT 2 (NORTH CENTRAL)	1	2.4%
HEALTH DISTRICT 3 (SOUTHWEST)	0	0.0%
HEALTH DISTRICT 4 (CENTRAL)	2	1.9%
HEALTH DISTRICT 5 (SOUTH CENTRAL)	1	1.5%
HEALTH DISTRICT 6 (SOUTHEASTERN)	3	4.2%
HEALTH DISTRICT 7 (EASTERN)	3	3.2%
HISPANIC AFFAIRS, IDAHO COMMISSION ON	0	0.0%
HISTORICAL SOCIETY, IDAHO STATE	5	11.6%
HUMAN RESOURCES, DIVISION OF	0	0.0%
IDAHO STATE UNIVERSITY	21	3.4%
INDEPENDENT LIVING COUNCIL	0	0.0%
INDUSTRIAL COMMISSION	5	6.8%
INSURANCE, DEPARTMENT OF	3	5.4%
JUVENILE CORRECTIONS, DEPARTMENT OF	7	1.8%
LABOR, DEPARTMENT OF	26	5.4%
LANDS, DEPARTMENT OF	8	2.8%
LAVA HOT SPRINGS FOUNDATION	1	7.4%
LEWIS-CLARK STATE COLLEGE	2	1.6%
LIBRARIES, IDAHO COMMISSION FOR	4	11.8%
LIQUOR DIVISION, IDAHO STATE	5	2.3%

Agency Name	FY 2018 Retirements	FY 2018 Turnover Rate
LOTTERY COMMISSION, IDAHO STATE	0	0.0%
MEDICINE, BOARD OF	0	0.0%
NURSING, BOARD OF	0	0.0%
OCCUPATIONAL LICENSES, BUREAU OF	0	0.0%
OUTFITTERS AND GUIDES LICENSING BOARD	0	0.0%
PARDONS AND PAROLE, COMMISSION OF	2	6.0%
PARKS AND RECREATION, DEPARTMENT OF	4	2.7%
PERSI	2	3.5%
PHARMACY, BOARD OF	1	8.7%
POLICE, IDAHO STATE	6	1.2%
PUBLIC TELEVISION	3	5.2%
PUBLIC UTILITIES COMMISSION	3	7.8%
RACING, STATE COMMISSION	0	0.0%
REAL ESTATE COMMISSION, IDAHO	0	0.0%
STATE PUBLIC DEFENSE COMMISSION	0	0.0%
TAX APPEALS, BOARD OF	0	0.0%
TAX COMMISSION, IDAHO STATE	17	3.9%
TRANSPORTATION, DEPARTMENT OF	73	4.9%
VETERANS SERVICES, DIVISION OF	11	3.5%
VETERINARY MEDICINE, BOARD OF	0	0.0%
VOCATIONAL REHABILITATION, DIVISION OF	1	1.9%
WATER RESOURCES, DEPARTMENT OF	3	2.0%
<b>STATEWIDE</b>	<b>405</b>	<b>3.1%</b>

## Appendix V – Classified Retirement Forecast by Agency Calendar Years 2018-2048

Agency	Less than 5 years	5 to 9 years	10 to 19 years	20 to 29 years	30 or more years
ACCOUNTANCY, STATE BOARD OF	1		2		
ADMINISTRATION, DEPARTMENT OF	9	12	46	28	5
AGING, COMMISSION ON	1	2	6	3	
AGRICULTURE, DEPARTMENT OF	22	12	47	67	38
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	4	4	17	12	1
BRAND INSPECTOR, STATE	7	5	9	9	1
BUILDING SAFETY, DIVISION OF	8	18	61	43	5
CAREER-TECHNICAL EDUCATION, DIVISION OF		2	1	4	4
COMMERCE, DEPARTMENT OF	2	4	14	14	2
CORRECTION, DEPARTMENT OF	146	201	670	736	86
DENTISTRY, BOARD OF				1	1
EDUCATION, STATE BOARD OF				3	1
ENDOWMENT FUND INVESTMENT BOARD		1		1	
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF		1	1		
ENVIRONMENTAL QUALITY, DEPARTMENT OF	35	50	110	124	32
FINANCE, DEPARTMENT OF	4	8	21	22	7
FISH AND GAME, DEPARTMENT OF	85	69	175	162	52
HEALTH AND WELFARE, DEPARTMENT OF	160	244	848	1,129	323
HEALTH DISTRICT 1 (PANHANDLE)	4	7	42	51	9
HEALTH DISTRICT 2 (NORTH CENTRAL)	4	5	15	13	3
HEALTH DISTRICT 3 (SOUTHWEST)	4	11	35	28	9
HEALTH DISTRICT 4 (CENTRAL)	4	11	40	33	16
HEALTH DISTRICT 5 (SOUTH CENTRAL)	7	7	17	26	10
HEALTH DISTRICT 6 (SOUTHEASTERN)	4	9	26	19	9
HEALTH DISTRICT 7 (EASTERN)	5	9	28	33	13
HISPANIC AFFAIRS, IDAHO COMMISSION ON			1		
HISTORICAL SOCIETY, IDAHO STATE	2		13	19	6
HUMAN RESOURCES, DIVISION OF		2	2	8	1
INDEPENDENT LIVING COUNCIL		1	1		1
INDUSTRIAL COMMISSION	7	6	23	26	12
INFORMATION TECHNOLOGY SERV, OFFICE OF	2	7	7	9	1
INSURANCE, DEPARTMENT OF	6	6	23	21	3
JUVENILE CORRECTIONS, DEPARTMENT OF	26	35	136	134	60
LABOR, DEPARTMENT OF	56	85	196	107	15
LANDS, DEPARTMENT OF	34	33	106	104	25
LAVA HOT SPRINGS FOUNDATION	1	3	5	5	1
LEWIS-CLARK STATE COLLEGE	7	8	47	37	26

Agency	Less than 5 years	5 to 9 years	10 to 19 years	20 to 29 years	30 or more years
LIBRARIES, IDAHO COMMISSION FOR	4	4	12	15	
LIQUOR DIVISION, IDAHO STATE	8	36	66	77	28
LOTTERY COMMISSION, IDAHO STATE		1	4	2	1
MEDICINE, BOARD OF			5	4	
NURSING, BOARD OF	1	1	3	1	
OCCUPATIONAL LICENSES, BUREAU OF	3	7	19	8	
OUTFITTERS AND GUIDES		2	1	1	
PARDONS AND PAROLE, COMMISSION OF	4	11	10	10	
PARKS AND RECREATION, DEPARTMENT OF	19	16	62	38	13
PERSI	2	5	28	20	3
PHARMACY, BOARD OF		2	3	5	1
POLICE, IDAHO STATE	43	74	181	189	28
PUBLIC TELEVISION	12	8	22	12	1
PUBLIC UTILITIES COMMISSION	3	2	17	13	2
RACING, STATE COMMISSION	1				
REAL ESTATE COMMISSION	1	1	5	4	
SOIL AND WATER CONSERVATION COMMISSION	2	3	8	3	1
STATE PUBLIC DEFENSE COMMISSION			1	3	
TAX APPEALS, BOARD OF			2	2	
TAX COMMISSION, IDAHO STATE	53	51	165	125	30
TRANSPORTATION, DEPARTMENT OF	186	218	524	443	155
VETERANS SERVICES, DIVISION OF	16	30	114	125	29
VETERINARY MEDICINE, BOARD OF			1		
VOCATIONAL REHABILITATION, DIVISION OF	4	7	19	20	6
WATER RESOURCES, DEPARTMENT OF	20	14	48	47	16
WORKFORCE DEVELOPMENT COUNCIL			1	2	1
<b>Total</b>	<b>1,039</b>	<b>1,371</b>	<b>4,113</b>	<b>4,202</b>	<b>1,093</b>



## Appendix W – Total Retirement Forecast by Agency Calendar Years 2018-2048

Agency	Less than 5 years	5 to 9 years	10 to 19 years	20 to 29 years	30 or more years
ACCOUNTANCY, STATE BOARD OF	1		9	1	
ADMINISTRATION, DEPARTMENT OF	12	13	50	30	5
AGING, COMMISSION ON	2	2	10	4	
AGRICULTURE, DEPARTMENT OF	35	21	72	112	58
BLIND AND VISUALLY IMPAIRED, COMMISSION FOR THE	4	4	19	13	1
BRAND INSPECTOR, STATE	10	7	13	9	1
BUILDING SAFETY, DIVISION OF	9	20	66	45	5
CAREER-TECHNICAL EDUCATION, DIVISION OF	2	5	12	14	6
COMMERCE, DEPARTMENT OF	2	4	20	20	3
CORRECTION, DEPARTMENT OF	152	208	670	729	87
DENTISTRY, BOARD OF	1			2	1
EDUCATION, STATE BOARD OF		3	19	15	3
ENDOWMENT FUND INVESTMENT BOARD		1	2	1	
ENGINEERS AND LAND SURVEYORS, PROFESSIONAL BOARD OF		3	7	1	
ENVIRONMENTAL QUALITY, DEPARTMENT OF	41	53	119	124	32
FINANCE, DEPARTMENT OF	6	8	21	21	7
FISH AND GAME, DEPARTMENT OF	87	74	210	194	115
HEALTH AND WELFARE, DEPARTMENT OF	166	247	866	1,165	391
HEALTH DISTRICT 1 (PANHANDLE)	5	10	48	52	10
HEALTH DISTRICT 2 (NORTH CENTRAL)	5	5	22	15	4
HEALTH DISTRICT 3 (SOUTHWEST)	5	12	39	29	9
HEALTH DISTRICT 4 (CENTRAL)	6	14	43	38	16
HEALTH DISTRICT 5 (SOUTH CENTRAL)	7	9	22	26	11
HEALTH DISTRICT 6 (SOUTHEASTERN)	5	9	33	23	10
HEALTH DISTRICT 7 (EASTERN)	5	10	36	34	11
HISPANIC AFFAIRS, IDAHO COMMISSION ON		1	2		
HISTORICAL SOCIETY, IDAHO STATE	2		17	19	7
HUMAN RESOURCES, DIVISION OF		2	3	7	1
INDEPENDENT LIVING COUNCIL		1	2		1
INDUSTRIAL COMMISSION	13	19	41	46	14
INFORMATION TECHNOLOGY SERV, OFFICE OF	3	7	8	10	1
INSURANCE, DEPARTMENT OF	6	9	26	28	5
JUVENILE CORRECTIONS, DEPARTMENT OF	27	35	140	135	61
LABOR, DEPARTMENT OF	60	85	201	111	17
LANDS, DEPARTMENT OF	38	37	130	142	50
LAVA HOT SPRINGS FOUNDATION	1	3	6	7	1
LEWIS-CLARK STATE COLLEGE	41	45	168	166	52
LIBRARIES, IDAHO COMMISSION FOR	5	4	13	15	
LIQUOR DIVISION, IDAHO STATE	8	36	67	79	28
LOTTERY COMMISSION, IDAHO STATE	3	5	22	15	3
MEDICINE, BOARD OF	1		9	8	

Agency	Less than 5 years	5 to 9 years	10 to 19 years	20 to 29 years	30 or more years
NURSING, BOARD OF	3	1	9	3	
OCCUPATIONAL LICENSES, BUREAU OF	3	9	19	7	
OUTFITTERS AND GUIDES		2	4	1	
PARDONS AND PAROLE, COMMISSION OF	4	11	12	10	
PARKS AND RECREATION, DEPARTMENT OF	20	19	67	39	15
PERSI	5	5	30	23	3
PHARMACY, BOARD OF		3	4	6	1
POLICE, IDAHO STATE	42	76	183	189	28
PUBLIC TELEVISION	14	9	25	13	1
PUBLIC UTILITIES COMMISSION	8	2	20	15	2
RACING, STATE COMMISSION	1	1			
REAL ESTATE COMMISSION	1	1	6	5	
SOIL AND WATER CONSERVATION COMMISSION	2	3	9	6	2
STATE PUBLIC DEFENSE COMMISSION			2	4	
TAX APPEALS, BOARD OF	1		2	2	
TAX COMMISSION, IDAHO STATE	56	55	167	126	31
TRANSPORTATION, DEPARTMENT OF	187	221	542	451	161
VETERANS SERVICES, DIVISION OF	16	32	118	127	36
VETERINARY MEDICINE, BOARD OF			1	1	
VOCATIONAL REHABILITATION, DIVISION OF	6	21	54	48	18
WATER RESOURCES, DEPARTMENT OF	21	16	53	47	16
WORKFORCE DEVELOPMENT COUNCIL			2	2	1
<b>Total</b>	<b>1,166</b>	<b>1,518</b>	<b>4,612</b>	<b>4,630</b>	<b>1,342</b>