



People Forward: Human Capital Trends and Innovations Idaho

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

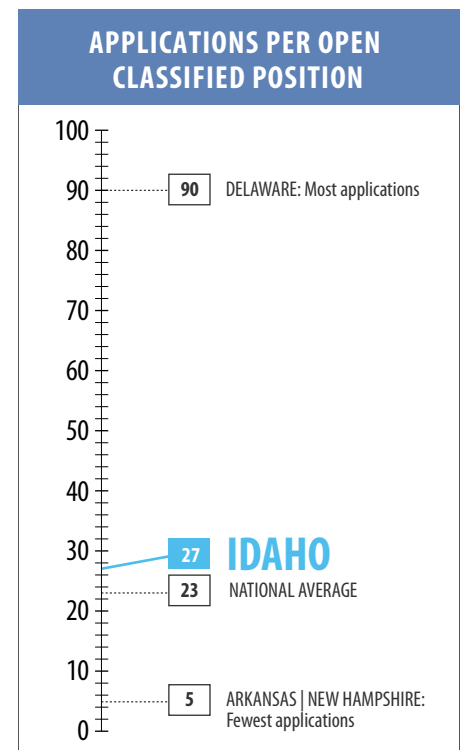
- Idaho is just beginning to make the case for workforce planning to agencies; the governor has requested that agencies incorporate workforce planning into their strategic plans but has not mandated it.
- The state does not produce a statewide workforce plan, and it does not track how many agencies produce workforce plans; however, the Department of Human Resources (DHR) has an ambitious strategic plan to address such issues as recruitment, retention and development, and DHR specifies key indicators to measure its effectiveness.
- The state uses a data warehouse, developed by the State Controller's Office, that enables DHR to run reports on reclassifications, promotions, merit increases, pay grades, turnover, discipline actions and other HR-related data.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
37 days	27	Voluntary	17.7%
		Involuntary	4.0%

Observations

- While the state's central hiring Web site contains relatively little information about state employment, prospective employees can apply online for multiple jobs at once and subscribe to news feeds that will notify them of new job postings in several different job categories; in addition, the site includes online "exams" as part of the application process, ensuring that applicants meet the position's minimum requirements.
- Employees with less than one year of service comprise one-third of all voluntary turnover in the state, suggesting that some employees may view state employment as a temporary stop on a longer job search.
- The state provides feedback to new hires about their performance; three-quarters of new hires receive a performance appraisal within their first six months, a figure that climbs to almost 90 percent by 12 months.



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	13.1%
Voluntary	9.3%
Involuntary	1.6%
Retired	2.1%
Layoff	0.1%

Total classified compensation (2007 dollars)	\$60,400
Fringe benefits as a percentage of salary, classified employees	39.5%
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	NA

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	8
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	0.9%
Per employee	\$114
Per manager	NA

Employee development	
Total number of development programs	1
Hours in senior leadership program	300
Percentage of employees with a career plan	NA

Observations

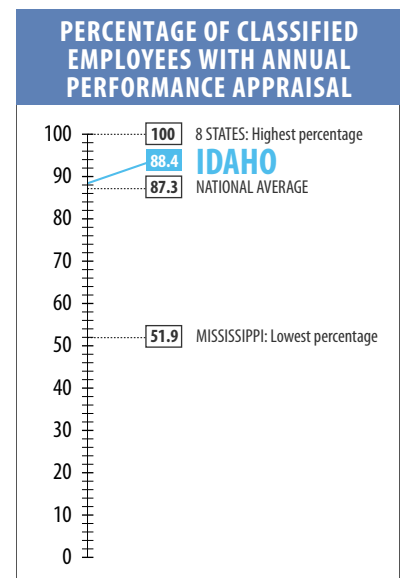
- Training and development in Idaho is almost entirely decentralized; DHR does not produce an independent training plan, but it has included training-related objectives as part of its strategic plan, including the implementation of online training registration and better development opportunities for all employees.
- The state operates a Certified Public Manager program centrally, which is competency-based and includes 250 hours of classroom training, plus 50 hours to be spent on a work-related project; there is no executive-level leadership development program, however.
- Career planning is not tracked at the statewide level, and relatively few employees receive promotions or transfers each year.

Criterion 5 Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
88.4%	Performance problems	30 days
	Behavior problems	30 days

Observations

- DHR provides customizable "Employee Appraiser" software to agency managers, making it easy for supervisors to document feedback plans and reviews; however, its use is only encouraged, not required.
- Yearly salary increases are tied to performance for most employees; however, no additional use of performance-based compensation, such as individual or group performance bonuses, was evident.
- The state has placed an increased emphasis on the agencies' responsibility for handling disciplinary matters, which has reduced the time it takes to address employee performance and behavior problems.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.