



IDAHO Division of
Human Resources
STRATEGIC PLAN - FY2012-2016

*Office of Governor C. L. “Butch” Otter
Vicki Tokita, Administrator*

MISSION AND VISION STATEMENT

The mission of the Division of Human Resources (DHR) is to support the Governor’s vision of promoting responsible government by providing customer-focused leadership to agency directors, senior management, and state employees on human resource issues and employee compensation.

Our vision is to promote the State of Idaho as an employer of choice and to retain the best and brightest workforce to serve the citizens of Idaho in the most efficient and effective way possible.

GUIDING PRINCIPLES AND VALUES

- Employees are the key to the State’s success.
- We build collaborative relationships.
- Agencies success is our success.
- We provide value in everything we do.
- We promote and support change.
- We encourage a respectful work environment.
- We uphold the highest standards of professionalism.

DHR's statutory responsibility is to administer the state personnel system. We promote operational excellence by encouraging collaboration and efficiencies among State agencies to recruit, develop, and retain a proficient and diverse workforce.

The following goals describe DHR's priorities. The objectives identify how the goals will be achieved. The implementation schedule is either defined by fiscal year, or is ongoing, meaning a continuous improvement process throughout FY12-16. Performance standards measuring efficiency, economy, and effectiveness are listed in the next section.

Key Factors:

- Labor market
- Unemployment rates
- Market wage variations
- Overall economic conditions
- Increasing retirements from the workforce resulting in loss of institutional knowledge
- Cost of health care and health insurance
- Demographics
- Competing salaries and compensation plans

GOAL ONE: DEVELOP PARTNERSHIPS

Objectives

- A. Continue to build partnerships with state agencies
 1. Identify roles, responsibilities, and service priorities
 2. Be flexible and responsive to agency needs
 3. Engage in pilot projects with agencies

- B. Maintain effective communication with:
Office of the Governor, elected officials, agency management, HR staff, state employees, and the public

GOAL TWO: DESIGN A COMPETITIVE TOTAL COMPENSATION PACKAGE

Objectives

- A. Partner with Department of Administration and Public Employees Retirement System

GOAL THREE: MAINTAIN INTERNAL EQUITY IN COMPENSATION

Objectives

- A. Review job classifications
- B. Consider impact on recruitment, retention, and reward

GOAL FOUR: RECRUITING SERVICES

Objectives

- A. Enhance the on-line job application process and Applicant Tracking System
- B. Tailor recruitment to agencies and specific jobs
 - 1. Encourage creative and flexible job announcements
 - 2. Emphasize targeted recruiting needs
 - 3. Coordinate recruitment opportunities among state agencies
 - 4. Explore and develop recruitment techniques
- C. Provide quality job candidate lists
 - 1. Ensure tests are job related
 - 2. Evaluate testing process for bias
 - 3. Evaluate recruitment effectiveness
- D. Provide recruitment reports to assist agencies

GOAL FIVE: SUPPORT FOR THE IDAHO PERSONNEL COMMISSION

Objectives

- A. Ensure prompt and effective communications
- B. Support hearing officers
- C. Contract with Attorney General's Office for legal services and to monitor case progress

MEASUREMENTS:

Use the following factors to measure the effectiveness of the Division of Human Resources goal achievement.

GOAL ONE: PARTNERSHIPS

Benchmark: Number of partnerships

Indicators: # of projects with agencies

GOAL TWO: TOTAL COMPENSATION

Benchmark: Competitive total compensation package

Indicators: Total compensation information contained in annual CEC report

GOAL THREE: INTERNAL EQUITY

Benchmark: Keep state pay structure current

Indicators: # of salary surveys
of classifications added or deleted
of classification studies
of non-classified classifications evaluated
of payline exceptions approved, denied, continued
Turnover rate

GOAL FOUR: RECRUITING SERVICES

Benchmark: Recruitment measures
Indicators: # of applications received
of applicants identified by gender and ethnicity
of job fairs attended (targeted recruiting)
of ATS enhancements completed
of hiring lists created
of hires
% of applicants passing exams
% of new hires completing probation

GOAL FIVE: IDAHO PERSONNEL COMMISSION

Benchmark: Support provided to the appeal process
Indicators: # of appeals scheduled
of hearing officers assigned to cases
of case progress or finding reports prepared

Performance Results and Effects

- Effective communication results in a more knowledgeable and informed workforce and positive working relationships.
- A competitive total compensation package is a key factor in the state's ability to recruit and retain quality employees.
- Solid classification work is the foundation for internal equity in the compensation system. It also provides parameters for effective targeting of recruitment and screening activities.
- Improvements in speed and quality of screening processes are critical to state agencies' ability to compete for the best-qualified job applicants.
- Effective HR legal consultation decreases liability and increases productivity, morale and retention.

For further information, please contact Vicki Tokita, DHR Administrator at 334-3900.