

## Part I – Agency Profile

### Agency Overview

The Division of Human Resources (DHR) is responsible for the administration of the State of Idaho personnel system. DHR provides a system for classified state employees to be examined, selected, retained, promoted, and compensated on the basis of merit and their performance of duties.

The Division Administrator advises the Governor on employee compensation changes and other human resource management issues. The Division provides administrative support to the Idaho Personnel Commission (IPC) which focuses on formal hearings to resolve employment related disputes.

DHR is a dedicated fund agency. Agencies pay a percentage of their classified employee payroll for DHR services. These services include:

- Review of Idaho Code on Human Resources and proposed legislative changes;
- Statewide human resource policy formulation and interpretation;
- Statewide compensation plan and evaluation of state job classifications;
- Facilitation of agency partnerships;
- Review audits of agency HR functions to ensure compliance with federal and state requirements;
- General HR consultation to assist with minimizing risk of employee relations issues;
- Development of annual Change in Employee Compensation (CEC) report;
- Employee, supervisor, and leadership training;
- Recruitment for non-delegated agencies and announcements for non-classified positions;
- Assist executive state agencies with employee relations, complaints, and related investigations;
- System administration for I-PERFORM (statewide performance evaluation system) and NeoGov (online job application system).
- Conduct cybersecurity and phishing training for executive branch employees.

During FY 2007, Governor Otter issued Executive Order 2007-04. This Executive Order directs DHR to delegate certain HR functions through a Memorandum of Understanding (MOU). DHR currently has MOU's with 17 delegated executive branch agencies. DHR contracts with the State Controller's Office (SCO) to maintain the statewide performance evaluation system: I-PERFORM. DHR contracts with NeoGov for the online job application system.

### Core Functions/Idaho Code

Idaho Code Title 67, Chapter 53, establishes the Division of Human Resources in the Office of the Governor. DHR is authorized and directed to administer a personnel system, including provision of personal and professional training, for classified Idaho state employees.

Idaho Code Title 59, Chapter 16, directs agencies in the executive department with non-classified positions, to the extent possible, to pay salary and wages similar to classified positions in consultation with DHR.

### Revenue and Expenditures

Revenue	FY 2017	FY 2018	FY 2019	FY 2020
Seminars and Publications	\$0	\$0	\$0	\$0
DHR Fund	<u>\$1,984,107</u>	<u>\$2,150,072</u>	<u>\$2,321,500</u>	<u>\$1,328,400</u>
<b>Total</b>	<b><u>\$1,984,107</u></b>	<b><u>\$2,150,072</u></b>	<b><u>\$2,321,500</u></b>	<b><u>\$1,328,400</u></b>

Expenditures	FY 2017	FY 2018	FY 2019	FY 2020
Personnel Costs	\$948,703	\$1,233,762	\$1,293,700	\$1,525,800
Operating Expenditures	\$720,648	\$989,134	\$626,600	\$691,300
Capital Outlay	\$5,739	\$5,774	\$3,500	\$12,500
Trustee/Benefit Payments	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,675,090</b>	<b>\$2,228,670</b>	<b>\$1,923,800</b>	<b>\$2,229,600</b>

### Profile of Cases Managed and/or Key Services Provided

Cases Managed and/or Key Services Provided	FY 2017	FY 2018	FY 2019	FY 2020
Supervisor Academy training hours*	10,488	9,120	8,840	8,232
Supervisor Academy participants	403	394	360	343
Crucial Conversations training hours*	4,112	5,376	3,104	4,448
Certified Public Manager students	92	95	84	71
Certified Public Manager training hours*	9,062	12,880	11,661	10,224
CPM Annual Alumni Conference attendees	N/A	245	245	121
Respectful Workplace attendees	N/A	1,784	2,729	6,222
Respectful Workplace training hours*	N/A	3,568	5,458	12,444
Human Resource Officer Meetings**	N/A	12	12	26**
Mediations Conducted	N/A	2	3	2
Agency Audits Conducted	N/A	1	1	4
Personnel Complaint Investigations Conducted	N/A	9	21	12

\*total hours calculated by total course hours per student (x) # of students

\*\*see COVID-19 under Performance Highlights

### Red Tape Reduction Act

Each agency shall incorporate into its strategic plan a summary of how it will implement the Red Tape Reduction Act, including any associated goals, objectives, tasks, or performance targets. This information may be included as an addendum.

	As of July 1, 2019	As of July 1, 2020
Number of Chapters	1	1
Number of Words	20,619	20,619
Number of Restrictions	289	289*

\*Reflects the adoption of temporary rules from 2019

### FY 2020 Performance Highlights:

#### COVID-19

In March of 2020, Governor Little issued an emergency declaration order and subsequent stay at home order directing all businesses and government agencies to cease non-essential operations at physical locations. As a result, state agencies immediately transitioned 67% of the state's workforce to telecommuting and implemented policies and procedures to ensure safe workplace practices for those who were unable to telecommute. DHR was instrumental in leading this effort and was responsible for implementing the following:

- Weekly Director/ Agency Head and Human Resource Calls: Instead of in person trainings, DHR scheduled weekly Director/Agency Head and weekly Human Resource zoom meetings to provide COVID-19 related information and updates, to quickly address all questions and identify barriers agencies were experiencing related to COVID-19. These calls are also utilized to assist agencies with creating and implementing workplace policies and procedures to address workplace safety and connecting agencies to different resources that could provide necessary protective equipment for the office.
- Telecommuting: DHR created a temporary statewide telework policy specific to the pandemic, allowing employees to complete their daily work at home, in accordance with applicable laws and policies. After implementation, DHR surveyed state agencies in July of 2020, to obtain feedback on agency telecommuting success and received positive feedback regarding productivity, communication and supervision.
- COVID-19 Workforce Policy: DHR issued a comprehensive policy providing direction to agencies and employees on how to manage the COVID-19 pandemic from an employment perspective. This policy included information on when employees should stay home, considerations for telecommuting, continuity of operations, expanded leave options related to COVID-19, Family and Medical Leave Act (FMLA) and American's with Disabilities Act (ADA) guidance, Families First Coronavirus Response Act (FFCRA) guidance, Fair Labor Standards Act (FLSA) guidance, expectations regarding gatherings, travel restrictions, employee wellness resources, access to telemedicine, information regarding daycare and medical flexible spending accounts related to COVID-19 and guidance on how to appropriately code employee timesheets. DHR worked collaboratively with the Department of Health and Welfare's Division of Public Health and the Office of the Attorney General to continuously monitor, update, and issue the most current guidance.
- Return to Work and Stay Health Guidance: DHR issued guidance to state agencies to appropriately move through the Governor's phases of reopening specifically related to State of Idaho employment. This guidance provided direction and recommendations on protecting employees, maintaining healthy business operations, maintaining a healthy work environment and taking personal responsibility for adhering to established guidelines. DHR worked collaboratively with the Department of Health and Welfare's Division of Public Health and the Office of the Attorney General to continuously monitor, update, and issue the most current guidance.
- Hazard Pay Policy: DHR analyzed The Coronavirus Aid, Relief, and Economic Security (CARES) Act to implement a hazard pay policy for state employees, who were necessary to continue providing critical services to Idaho citizens. DHR worked closely with DFM and the Coronavirus Financial Advisory Committee (CFAC) to ensure agencies appropriately administered this policy.
- Governor's Budget Freeze: On March 27, 2020, Governor Little issued a memo to executive branch agencies implementing a hiring and budget freeze. Any requests to fill positions or provide funding required prior review and approval by DHR and DFM. As a result, DHR implemented a process for intaking, reviewing and approving/denying these requests. DHR and DFM were responsible to ensure only critical needs were approved.
- Direction and Oversight of Continuity of Operations Plans (COOP): DHR, in conjunction with the Governor's Office, directed agencies to develop and implement agency COOP plans to ensure agency operations continued during this pandemic. DHR implemented a process for agencies to submit their COOP plans to the Governor's Office and DHR in a timely and orderly fashion.
- Building Notices/Templates: DHR provided state agencies guidance on proper notification to consumers about office closures, contact information and direction to develop self-service options where applicable. Additionally, DHR implanted a visitor log to track individuals coming into worksites.

- Frequently Asked Questions: DHR developed and maintained a set of Frequently Asked Questions (FAQs) to ensure directors, human resources, supervisors and employees had access to the most up to date information on guidance on COVID-19.
- Furloughs/Layoffs: DHR worked closely with state agencies and higher education institutions to provide guidance and resources on legal implementation of furloughs and layoffs. DHR issued a Frequently Asked Questions (FAQ) document on the COVID-19 webpage to address the high volume of questions received.
- Daily Higher Education Meetings: DHR attended and provided guidance during daily phone meetings with higher education representatives on managing and navigating through the COVID-19 pandemic.
- National Association of State Personnel Executives (NASPE): DHR participated on a national level with other human resources administrators on managing and navigating the COVID-19 pandemic.
- Virtual Recruitment Assistance: DHR provided guidance to agencies on successfully interviewing and hiring candidates in a virtual environment.
- Face Covering Guidance: DHR issued guidance related to face coverings and created a video for agencies to distribute to their employees about the importance of face coverings in stopping the spread of COVID-19.
- Employee Self-Attestation Form: DHR worked with the Division of Public Health and the Office of the Attorney General to create an attestation form allowing employees to return to work after a COVID-19 related absence without a medical provider release, in accordance with CDC guidance.
- COVID-19 Webpage: DHR stood up a COVID-19 webpage to assist directors, supervisors, employees and human resources during the COVID-19 pandemic. This webpage included communication from the Governor's Office, COVID-19 Workforce Policy, Hazard Pay Policy, Families First Coronavirus Response Act (FFCRA) Policy, Mask Guidance, Continuity of Operations Guidance, Return to Work Guidance, Health Orders, Communication Templates, Telecommuting Resources, Employee Wellness Resources and CDC Information.
- Guidance on Employment Laws: In response to the federal Families First Coronavirus Response Act (FFCRA), DHR analyzed the new law and developed a policy on using the FFCRA appropriately. The FFCRA provides paid sick leave and expanded Family Medical Leave (FMLA) for specific reasons related to COVID-19. DHR worked with the State Controller's Office to create FFCRA related time codes and provide FAQ sheets. DHR also developed a temporary statewide COVID-19 hazard pay policy to appropriately administer FFCRA exemption and hazard pay bonuses to be paid by the Coronavirus Aid, Relief, and Economic Security (CARES) Act funding.
- Statute/Rule Waivers: DHR reviewed and waived certain state statutes and rules in order to allow access to FFCRA benefits, if needed, to state employees.
- Collaboration with Public Health and Issuing Updates from the CDC: DHR worked closely with the Department of Health and Welfare's Division of Public Health to ensure all guidance provided was in accordance with epidemiological recommendations and maintained updated information from the CDC on DHR's website.
- Return to Work Plans: DHR provided guidance to agencies in developing their "Return to Work" plans for when employees began to return to the office. DHR reviewed these plans in order to help ensure safety precautions were being provided in the workplace, such as mask wearing, six feet of separation, frequent cleaning of common areas and frequent handwashing.

- Personal Protective Equipment: In collaboration with the Department of Administration, DHR provided 1,000 free cloth masks and hand sanitizer to agencies for state employees.
- Training: All DHR trainings were quickly moved online. These trainings include the Certified Public Manager Program (CPM), Supervisory Academy, Crucial Conversations, Crucial Accountability, Getting Things Done, and Respectful Workplace.

**Director/Agency Head Training**

DHR conducted a Director/Agency Head training in March of 2020. This training provided the opportunity for Directors/Agency Heads to participate and learn on various topics: The State of Idaho Personnel System, Federal Employment Laws, DHR State Statutes/Rules, Agency budgeting processes, Travel and P-Card policies, Strategic Planning/Performance Management Reports, Public Communication, Public Record Requests, Media Requests, and Social Media. In lieu of additional in person trainings because of COVID-19, DHR scheduled weekly Director/Agency Head zoom meetings to provide COVID-19 related information and updates, to quickly address all questions and identify barriers agencies were experiencing related to the pandemic.

**Information Technology (IT) Modernization Initiative**

IT Modernization is an initiative by Governor Little to increase efficiency in IT services across state agencies, enabling agencies to focus on being IT consumers rather than IT providers. DHR has supported ITS in their efforts by coordinating personnel planning information for the implementation of Phase 1 in FY 2020. DHR continues to support ITS in these efforts for Phase 2, expected to be completed in FY 2021.

**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. DHR implemented the training in 2017 and continues to provide state employee ongoing annual training and immediate new hire training. In February of 2020, DHR successfully launched and continues to manage a monthly phishing training for all executive branch state employees. Employees who fail the phishing test are immediately enrolled into remedial training to educate the user on safe ways to interact with unexpected or suspicious emails.

**Implementation of Paid Parental Leave Policy**

DHR worked closely with the Governor’s Office to research and provide recommendations on the implementation of a Paid Parental Leave policy for State of Idaho employees. Accordingly, on January 22, 2020, Governor Little signed Executive Order. No. 2020-003 directing DHR to issue a policy and implement any necessary legislative changes for all State of Idaho executive branch entities to offer eight weeks of paid parental leave to eligible employees after the birth or adoption of a child, effective July 1, 2020. DHR issued this policy in FY2020 to take effect in FY2021.

**Part II – Performance Measures**

Performance Measure		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Goal 1</b>						
<b>Support Human Resources and Related Business Processes to Minimize Risk and Ensure Integrity and Efficiency of the State’s Personnel System</b>						
1. Number of Director/ Agency Head Trainings	actual	<i>New FY2019</i>	<i>New FY2019</i>	2	18*	-----
	target	<i>N/A</i>	<i>N/A</i>	2	2	<i>2 times/year</i>
2. Number of DHR Forums	actual	3	2	2	2*	-----
	target	<i>2 times/year</i>	<i>2 times/year</i>	<i>2 times/year</i>	<i>2 times/year</i>	<i>2 times/year</i>

Performance Measure		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Goal 2</b>						
<b>Develop a Highly Skilled Workforce Through Statewide Trainings Creating a Desirable Workplace and Career Opportunities for Idaho's Children and Grandchildren.</b>						
3. Number of Certified Public Manager Program Tracks for Public Entities	actual	3 tracks (9,062 hours)	3 tracks (12,880 hours)	3 tracks (11,661 hours)	3 tracks (10,224 hours)	-----
	target	3 tracks bi-annually	3 tracks bi-annually	3 tracks bi-annually	3 tracks bi-annually	3 tracks bi-annually
4. Number of Supervisor Academy Cohorts for State Employees	actual	21 cohorts	23 cohorts	24 cohorts	17 cohorts	-----
	target	6 cohorts	6 cohorts	6 cohorts	6 cohorts	6 cohorts
5. Number of Respectful Workplace Trainings for State Employees	actual	New FY2019	New FY2019	12	12*	-----
	target	N/A	N/A	Monthly	Monthly	Monthly
6. Percentage of State Employees Completing Online Cybersecurity and Phishing Training	actual	New FY 2020	New FY 2020	New FY 2020	81%	-----
	target	N/A	N/A	N/A	100%	100%
<b>Goal 3</b>						
<b>Provide Accurate Analysis for Employee Compensation</b>						
7. Deadline to Publish CEC Report	actual	New FY 2017	New FY 2017	Dec 1	Nov 26	-----
	target	N/A	Dec 1	Dec 1	Dec 1- Each Fiscal Year	Dec 1- Each Fiscal Year
<b>Goal 4</b>						
<b>Red Tape Reduction Act</b>						
8. Deadline to Submit Rule Reduction Modifications	actual	New FY 2020	New FY 2020	New FY 2020	DFM Established Deadline	-----
	target	N/A	N/A	N/A	August 7	August

\*See COVID-19 under Performance Highlights

**For More Information Contact**

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