



State of Idaho

DIVISION OF HUMAN RESOURCES

Executive Office of the Governor

BRAD LITTLE
Governor
LORI A. WOLFF
Administrator

DHR STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2024 - June 30, 2029

Lori A. Wolff, DHR Administrator

Signed: 

Mission:

To administer the State of Idaho Personnel System and provide Human Resources consultation, training, information, and analysis to the Governor's office, legislative leaders, agency directors, and staff.

Vision:

To hire, create and maintain a productive, engaged, and skilled workforce to serve the citizens of the State of Idaho.

Key External Factors:

Key external factors for the Division of Human Resources are similar to other agencies within the Executive Office of the Governor:

- Both state and federal legislation affecting the state workforce may alter or significantly impact the functions of the Division of Human Resources.
- The Division must be sensitive to changes in workforce trends, the labor market, unemployment rates, market wage variations, and overall economic conditions when recommendations are made to the Governor and Legislative leaders.
- The Division is a customer-service based entity and has the necessity to be responsive to addressing issues raised by the Governor's office, the Legislature, and the agencies of State government.

GOAL #1: Support Human Resources and Related Business Processes to Ensure Integrity and Efficiency of the State's Personnel System.

OBJECTIVES:

1. Provide updated and relevant information to state agencies on current State and Federal statutes, rules, and policies to state agencies to support decision making related to the workforce.
2. The State's new Enterprise Resource Program (ERP) solution, Luma, was implemented. In coordination with the State Controller's Office, DHR will provide ongoing support and sustainment by providing leadership with resources and ensuring HR staff are up to speed on applicable business processes and guides related to the Human Capital Management (HCM) and Payroll functionality for the State of Idaho.
3. HR Modernization of executive state agencies within the Governor's purview was implemented. In order to successfully operate under a consolidated model, and to ensure consistency in the application of HR practices, a Service Level Agreement was signed by agency directors and will be updated on an annual basis.
4. Intake and respond timely to complaints filed with the state employee complaint line regarding fraud, waste, and abuse.
5. Provide administrative support to the Idaho Personnel Commission (IPC).

PERFORMANCE MEASURES:

1. Number of Director/ Agency Head Trainings
Benchmark: 1 time per year¹
2. Number of DHR Information Forums for HR Staff
Benchmark: 2 times per year²
3. Percentage of Initial Complaints with Timely Responses
Benchmark: 2 business days³

¹ Based on the Office of the Governor's Expectations for Director Training.

² Based on DHR Administrator's Internal Goal for HR Forums.




³ Based on DHR Administrator's Internal Goal for timely response expectations.

GOAL #2: Develop a Highly Skilled Workforce through Statewide Trainings Supporting a Desirable Workplace and Career Opportunities for Idaho's Children and Grandchildren.

OBJECTIVES:

1. Manage and offer the Certified Public Manager (CPM®) Program to public employees.
2. Manage and offer Supervisory Academy for state employees.
3. Provide Respectful Workplace training to state employees.
4. Provide Cybersecurity and Phishing training to state employees to protect the security of the State's information.
5. Provide state employee information related to physical and mental health wellbeing through the Health and Safety Programs administered by DHR.

PERFORMANCE MEASURES:

1. Amount of CPM® Training for Public Employees.
Benchmark: 3 cohorts every two years⁴ 
2. Amount of Supervisory Academy Training for State Employees.
Benchmark: 6 cohorts per year⁵ 
3. Amount of Respectful Workplace Training for State Employees.
Benchmark: Monthly, as needed⁶ 
4. Percentage of State Employees Completing Online Cybersecurity and Phishing Training.
Benchmark: 100% of completion for state employees⁷

⁴ Based on Executive Order 2011-13 supporting and providing certification for public employees.

⁵ Based on an internal goal to provide supervisory training to state employees.

⁶ Based on Executive Branch Statewide Respectful Workplace Policy.

⁷ Based on Executive Order 2017-02 directing DHR to deploy cybersecurity training.

GOAL #3: Provide Accurate Analysis for Employee Compensation to Support a Competitive Compensation Strategy and Philosophy within State Government.

OBJECTIVES:

1. Analyze public employee compensation trends nationwide and participate in local / national salary surveys to develop concise information and recommendations to the Governor's office, Idaho Legislature, and state agencies in the Change in Compensation (CEC) Report.
2. Collect state agency salary savings information and report the results in the CEC Report.
3. Publish the CEC report for the Governor and Legislature on an annual basis.

PERFORMANCE MEASURE:

1. Publish Annual CEC report.
Benchmark: December 1st each fiscal year.⁸

⁸ Per Idaho Code 67-5309C. Annual Survey Reports and Recommendations.

GOAL #4: Develop Recruitment and Retention Strategies within State Government which Support Workforce Planning Needs; Enhance HR Analytics and Reporting; and Build State Government’s Brand as being a Great Place to Work.

OBJECTIVES:

1. Assist agencies in developing and implementing retention strategies through improved employee engagement, employee development, and employee recognition which support better program outcomes for state government.
2. Assist agencies in developing statewide strategies to improve recruitment and retention efforts for critical jobs which are hard to fill and hard to retain.
3. Identify, review, and revise workplace policies which support improved operational performance while allowing flexibility for work/life balance.
4. Improve applicant experience by reviewing and refining minimum qualifications for state jobs to increase applicant pools.

PERFORMANCE MEASURE:

1. Decrease amount of time from application to hiring of state employees.
Benchmark: 20%⁹

GOAL #5: Red Tape Reduction Act

OBJECTIVE:

1. Review and modify DHR Statutes and related rules for modernization in the recruitment, retention, and management of state employees.

PERFORMANCE MEASURE:

1. Decrease word count and mandatory language.
Benchmark: 10%.¹⁰

⁹ Based on DHR Administrator’s Internal Goal Reduction for Time to Hire.

¹⁰ Based on the Governor’s Red Tape Reduction Act and DHR Administrator’s Internal Goal.

ADDENDUM: CYBERSECURITY COMPLIANCE PLAN

Cybersecurity is now administered through the Luma system and a shared contract with the SCO. All employees must take Cyber training at new hire as a condition of using the Luma system and must participate in the annual trainings thereafter. Utilization of Luma for Cyber training fulfills the requirements related to Executive Order 2017-02. Key actions by DHR to support cybersecurity are to administer and deploy the cybersecurity training and phishing module on a statewide basis.