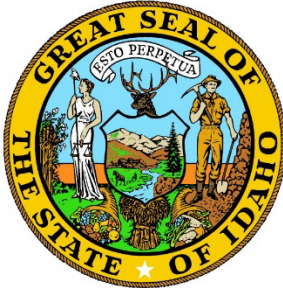


Idaho Division of  
Human Resources



Executive Office  
of the Governor

# Strategic Plan

Fiscal Year 2025 – 2029

Janelle White  
Administrator

## Contents

Strategic Plan Overview.....	3
Vision, Mission, and Values .....	3
Governor’s Statewide Priorities:.....	3
Governor’s Initiatives:.....	3
Key External Factors: .....	3
Agency Strategic Goals: .....	3
FY2025 – FY2029 Strategic Objectives: .....	4
Strategic Goal 1: .....	4
Objective 1.1 .....	4
Objectives .....	4
Performance Measures .....	4
Strategic Goal 2: .....	5
Objective 2.1 .....	5
Objectives .....	5
Objective 2.2.....	5
Objectives .....	5
Performance Measures .....	6
Strategic Goal 3: .....	6
Objective 3.1 .....	6
Objectives .....	6
Objective 3.2.....	6
Objectives .....	6
Performance Measures .....	6

# Strategic Plan Overview

## Vision, Mission, and Values

- **Our Vision:** To cultivate passion, purpose, and excellence in public service for the State of Idaho.
- **Our Mission:** To serve as a trusted business partner in providing integrated and innovative human resource solutions for the State of Idaho.
- **Our Values:** communication, respect, adaptability, integrity, and trust.

## Governor's Statewide Priorities:

- To make Idaho a place where our children and grandchildren choose to stay.
- Strong Public Education System
- Robust Economy
- Confidence in State Government

## Governor's Initiatives:

- Cutting Red Tape
- Supporting Education
- Leading Idaho
- Operation Esto Perpetua

## Key External Factors:

Key external factors impacting the Division of Human Resources are consistent with those affecting other agencies within the Executive Office of the Governor.

- The Division is a customer-service oriented entity that must promptly address matters brought forth by the agencies we support, as well as the Governor's office and the Legislature.
- Legislation at both the state and federal levels may significantly alter or impact the functions of the Division.
- The Division must remain attuned to shifts in workforce trends, labor market dynamics, unemployment rates, wage fluctuations, and broader economic conditions when formulating recommendations for the Governor and Legislative leaders.

## Agency Strategic Goals:

1. Establish the State of Idaho as an employer of choice.
2. Provide timely, accurate, and compassionate customer service.
3. Promote Transparency in State Government.

## FY2025 – FY2029 Strategic Objectives:

1. Improve Recruitment and Retention Strategies for the State of Idaho.
2. Improve HR System Functionality and Provide Users with the Tools to Be Successful.
3. Operationalize HR Modernization.

## Strategic Goal 1:

Establish the State of Idaho as an employer of choice.

### Objective 1.1

Improve recruitment and retention strategies for the State.

#### Objectives

1. The Training and Communication Bureau, along with the Operations Bureau, will develop a comprehensive statewide training plan for all state employees and managers, including course objectives, method of delivery, cost to create (in-house versus contract) and timeframes for implementation.
2. The Policy and Programs Bureau will identify the State's talent pipelines and develop a plan to develop the resources for state agencies to utilize these pipelines to source and recruit candidates.
3. The Policy and Programs Bureau will develop a plan to create and implement comprehensive statewide workers compensation and safety resources, including statewide policies, template letters, dashboard, etc.
4. The Policy and Programs Bureau, along with the Training and Communication Bureau, will work to implement improvements to DHR's annual CEC analysis and make recommendations to address feedback from agency directors and legislators.
5. The Systems and Support Bureau, along with the Operations Bureau, will deploy reoccurring statewide employee engagement survey and support agencies in addressing areas of opportunity.
6. The Policy and Programs Bureau will work to restructure the state's classification framework to create job families, enhance workforce structure, and expand career opportunities for state employees.

#### Performance Measures

1. Percentage of Employees Completing the Annual Employee Engagement Survey.  
*Benchmark: 75% participation<sup>1</sup>*

---

<sup>1</sup> Based on internal goal to increase employee engagement participation each year.

## Strategic Goal 2:

Provide timely, accurate, and compassionate customer service.

### Objective 2.1

Improve HR System Functionality and Provide Users with the Tools to Be Successful.

#### Objectives

1. The Systems and Support Bureau, along with the Operations Bureau, will deploy survey to solicit feedback regarding the functionality of the Human Capital Management (HCM) module within the Luma system to establish a baseline.
2. The Systems and Support Bureau, along with the Operations Bureau, will utilize survey feedback to establish priorities for the improvement and enhancement of the HCM module within the Luma system.
3. All Central Office Bureau's and Operations Bureau's will work to develop and implement a dashboard for displaying key HR metrics for state agency leaders to utilize to effectively manage their workforce.

### Objective 2.2

Operationalize HR Modernization by implementing a new vision, mission, values, and strategic priorities.

#### Objectives

1. The Training and Communication Bureau, along with the Operations Bureau, will develop a process for onboarding and engaging new DHR employees, and ensure expectations are clear.
2. The Deputy Administrators will develop a plan to consolidate statewide HR policies and procedures.
3. The Training and Communication Bureau will develop a comprehensive communication strategy to keep key stakeholders informed of relevant HR information.
4. The Deputy Administrators will develop consistent standards and expectations for DHR staff that align with agency priorities.
5. The Deputy Administrators will conduct an analysis of the DHR workforce across all teams and positions and develop a future-state organizational structure recommendation with appropriate levels of staffing.
6. The Deputy Administrators will develop a comprehensive plan to ensure HR staff have the necessary knowledge, skills, and abilities to deliver HR services effectively.

## Performance Measures

1. Number of New Employee Orientations for New Staff.  
*Benchmark: 12 per year<sup>2</sup>*

## Strategic Goal 3:

Promote Transparency in State Government

### Objective 3.1

Rebuild the DHR website to enhance citizen engagement.

#### Objectives

1. The Training and Communication Bureau will work with the Information Services Technology (ITS) Division to develop a comprehensive plan to rebuild the DHR website to enhance citizen engagement

### Objective 3.2

Develop an annual “State of the State Employee” report.

#### Objectives

1. The Central Office Bureau’s will outline key data points related to the state’s workforce, such as our total employee count, geographic disbursement of state jobs, workforce demographics, engagement scores, recruitment timelines, training and development, complaints, appeals, and draft an annual report.

## Performance Measures

1. Reduce Bounce Rate<sup>3</sup> on Public-facing DHR Website.  
*Benchmark: Less than 40%<sup>4</sup>*

---

<sup>2</sup> Based on internal goal to have new staff onboarded within their first month of hire.

<sup>3</sup> Bounce Rate is the percentage of visitors who land on a web page but do not engage and leave right after arrival.

<sup>4</sup> Industry benchmark is 40% or less. DHR’s Current bounce rate is 44%.