

Introduction, Thank you

At the Idaho Department of Juvenile Corrections, our employees are our most valuable resource. One of our strategic plan goals is to keep our turnover rate below the state's classified turnover rate and the Change in Employee Compensation is one tool we have used to hire and retain employees. I would like to share with you how we have been working toward achieving our turnover rate goal:

For FY2015

In addition to implementing the 1% ongoing and 1% one-time increases approved by the legislature, the agency funded year-end bonuses based on performance (\$1200 for EX and \$700 for SS)

For FY2016

We implemented the approved 3% CEC using a compa ratio and performance rating matrix focused on a higher percent of increase for staff further from policy than staff at or above policy. In addition, the agency funded an equity adjustment for 26 staff (\$40k/year) that were significantly lower in compa ratio as compared to other agency staff with similar time in classification.

For FY2017

Implemented the approved 3% CEC using a compa ratio and performance rating matrix focused on higher percent of increase for staff further from policy than staff at or above policy, and IDJC funded an additional 1% in CEC using salary savings (\$162k). CEC was implemented four pay periods early (\$171k spend of existing salary savings). We also received approval to implement an external equity adjustment for our Rehabilitation Technicians (120 FTE's) and Safety and Security Officers (34 FTE's) and set the hiring rate at 80% of policy (funded through salary savings (\$366k)). This last item was targeted to address two of our highest turnover classifications and positioned us better as compared to county juvenile detention wages. Our direct care turnover rate was 20-40%

For FY2018

We implemented the approved 3% CEC using a compa ratio and performance rating matrix focused on higher percent of increase for staff further from policy than staff at or above policy. Also implemented a pay plan funded through the governor's office to bring the IDJC School Teachers (45 FTE) to comparable compensation with public schools in Idaho (\$484k).

We use other Initiatives to attract and retain qualified staff

Implemented an annual employee engagement survey to measure employee satisfaction and shape agency priorities related to our mission, values, morale, and communication.

Implemented an assessment tool for direct care staff to help us better screen applicants for these positions – good fit for the type of work.

Implemented stay surveys of new staff to get timely feedback about our onboarding process and address new employee satisfaction within their first year of employment

Implemented Crucial Conversations training for all supervisory staff to help improve coaching and performance management.

We have developed a turnover analysis tool for Leadership that provides details by fiscal year, division and position title. Leadership can review voluntary, involuntary and retirement turnover and look at trends.

In addition, you will see legislation for the Rule of 80 for our Direct Care staff and county juvenile detention and probation employees.

Where we are today:

Our employee turnover rate for the past 18 months is below the state's classified turnover

We have not had any Teacher turnover in the past 13 months

Our turnover rate has moved from 16.58% in FY2015 to 11.65 in FY2017

We continue to find avenues to recognize and reward our hard working staff (both in the wallet and in the heart)

We are better informed about the needs of our staff and continue to invest in their development, leadership, and success.

I appreciate the Governor's recommendation to let the Directors manage the process, this has allowed us to address critical personnel issues throughout our Department.