



IDAHO DEPARTMENT OF HEALTH & WELFARE



FY2017 SEPARATIONS REPORT

Separations summary and year-over-year trends
High turnover classifications | Exit interview analysis
New employer information | Current DHW demographics



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The Department of Health and Welfare (DHW) voluntary turnover rate increased less than 1% in FY2017 (to 12.9%), which includes 351 voluntary separations. The Division of Welfare saw the largest percentage of turnover, followed by Division of Family and Community Services (FACS). Among all locations, Central Office saw the most turnover, with Region 4 and State Hospital South tied as second highest.

Challenges with recruitment and retention in health-care positions, specifically nursing, remain prevalent throughout DHW. Three nursing classifications (LPN, RN, and RN, Senior) are listed as High Turnover Classifications in this report. This has impacted multiple divisions, leaving vacancies in the regions, two state hospitals, and the Southwest Idaho Treatment Center. Divisions have and continue to take measures to reduce turnover.

Of those who completed exit interviews, 65% accepted positions in the private sector, a significant increase from FY2016. Nearly half of those private sector positions were in hospitals or other health-care-related organizations. A large number of those employees indicated their new positions would be significantly different from their DHW positions. There was an increase in the number of employees who relocated outside of Idaho, with the largest number taking jobs in Washington.

Exit interviews continue to shed light on issues causing dissatisfaction in the workplace, but also positive

insight and perspective about those employees' time with DHW. For the second year in a row, lack of professional development or advancement opportunities was the most common primary separation reason. Relocation and pay round out the top three reasons.

Separating employees were asked for their perceptions on numerous facets of their time with DHW. In comparison to FY2016, noticeable improvements occurred in several areas:

- overall employment experience,
- quality of supervision,
- appreciation from supervisor,
- appreciation from management,
- training opportunities, and
- condition of equipment.

Despite exiting employees feeling a lack of advancement opportunities at DHW, 145 employees promoted in FY2017. This is an increase from 122 in FY2016. Of the 145, the Divisions of Welfare and FACS had the largest percentages of promotions, at 23% and 21% respectively. Public Health saw a noticeable increase in promotions (16%), up from 5% the previous year. Among all DHW promotions, 43% were into supervisor/manager roles. Sixty-two percent of promotions were into classifications in Pay Grades L and M.

The following report contains further detail on separations and information obtained during exit interviews.



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FY2017 SEPARATIONS REPORT

From July 1, 2016 through June 30, 2017, 433 employees separated employment from DHW. The Department initiated 82 of those separations; 351 employees voluntarily separated from DHW. As of 9-11-17, DHW employed 2,713 total employees (excluding temporary employees).¹ Based on that count, approximately 12.9% of employees voluntarily separated employment from DHW in FY2017.²

By Division/Unit

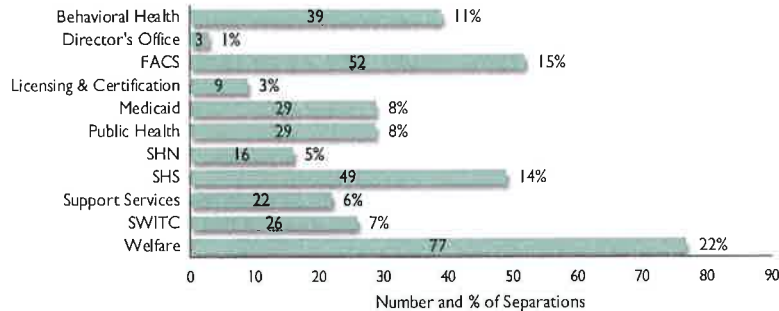
Of the 351 voluntary separations, the Division of Welfare experienced the greatest number of voluntary separations at 77 (22%) with the Division of FACS next highest at 52 (15%).³

By Work Location

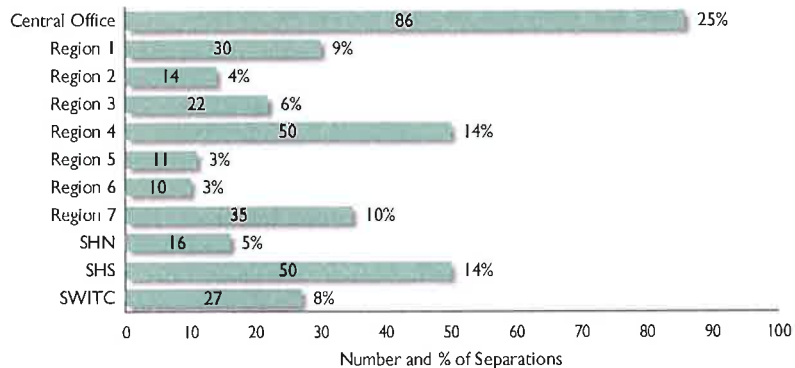
Approximately 25% of the Department's voluntary separations occurred at Central Office. This is not surprising, as 28% of current DHW employees also work at Central Office.

In FY2016, the top two divisions with voluntary separations were Welfare (19%) and FACS (18%). The top three work locations were Central Office (27%), Region 4 (14%), and State Hospital South (13%).

Voluntary Separations by Division



Voluntary Separations by Work Location



Current DHW Employee Counts					Work Location	
	# of Current Employees	# of FY17 Separations	Turnover %	% of DHW Separations	Work Location	# of Current Employees
Behavioral Health	311	39	13%	11%	Central Office	763
Director's Office	19	3	16%	1%	Region 1	195
FACS	575	52	9%	15%	Region 2	109
L&C	60	9	15%	3%	Region 3	210
Medicaid	204	29	14%	8%	Region 4	406
Public Health	224	29	13%	8%	Region 5	153
SHN	101	16	16%	5%	Region 6	156
SHS	271	49	18%	14%	Region 7	246
Support Services	281	22	8%	6%	SHN	103
SWITC	89	26	29%	7%	SHS	278
Welfare	578	77	13%	22%	SWITC	94
TOTAL	2,713	351	13%	100%	TOTAL	2,713

1 Data for the Separation Report comes from the State Controller's Office via IBIS and is accurate as of the data pulled (9-11-2017). Over time, additional data may be added or information changed, which could result in information in this report being slightly different from information in other reports.

2 For more information regarding current DHW employee demographics, refer to the appendix.

3 Support Services includes Operational Services, ITSD, Audits & Investigations, and Financial Services. Director's Office includes Public Information Office, Office of Healthcare Policy Initiatives (SHIP), and Regional Directors.

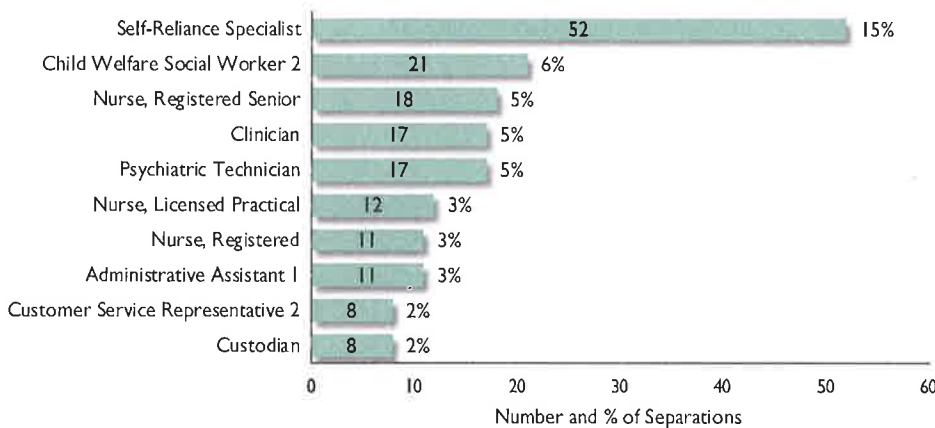
In FY2016, the three classifications with the most separations were Self-Reliance Specialist (12%), Child Welfare Social Worker 2 (6%), and Psychiatric Technician (5%).

By Classification

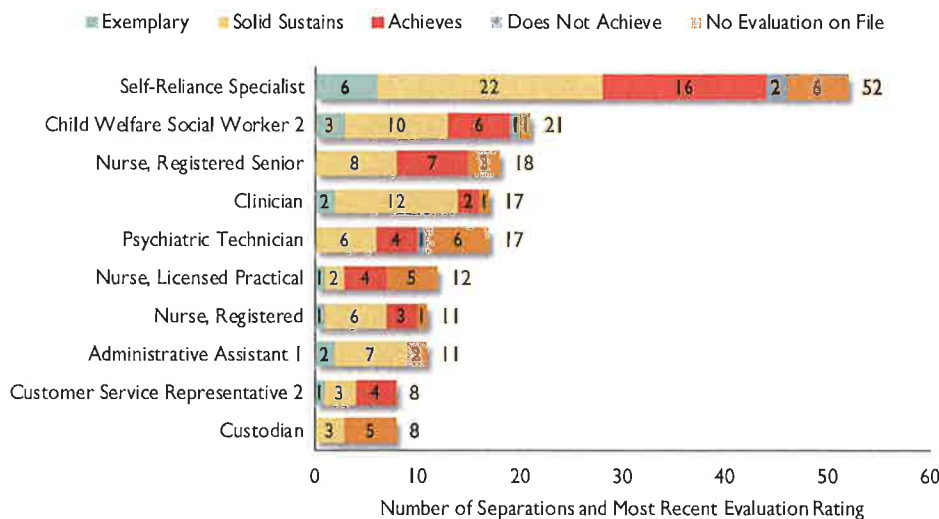
Of the 351 total voluntary separations, Self-Reliance Specialist and Child Welfare Social Worker 2 classifications experienced the most voluntary separations. This is not unexpected since the Department employs significant numbers of employees in these classifications. Combined, separations in these two classifications totaled 21% of the Department's total voluntary separations.

Current counts of employees in the below classifications can be found in the appendix.

**Voluntary Separations:
Most Common Classifications Vacated**



**Voluntary Separations:
Most Common Classifications and Most Recent Evaluation Rating**



*"The most satisfying thing was feeling like I helped change the lives of the kids and families I worked with. I found my job to be very rewarding because of this."
- Child Welfare Social Worker 2*

In FY2016, the average length of DHW classified state service for employees who voluntarily separated was 7.2 years, with 78% of the voluntary separations being individuals with fewer than ten years of DHW classified state service.

By DHW Classified State Service (CSS) Years

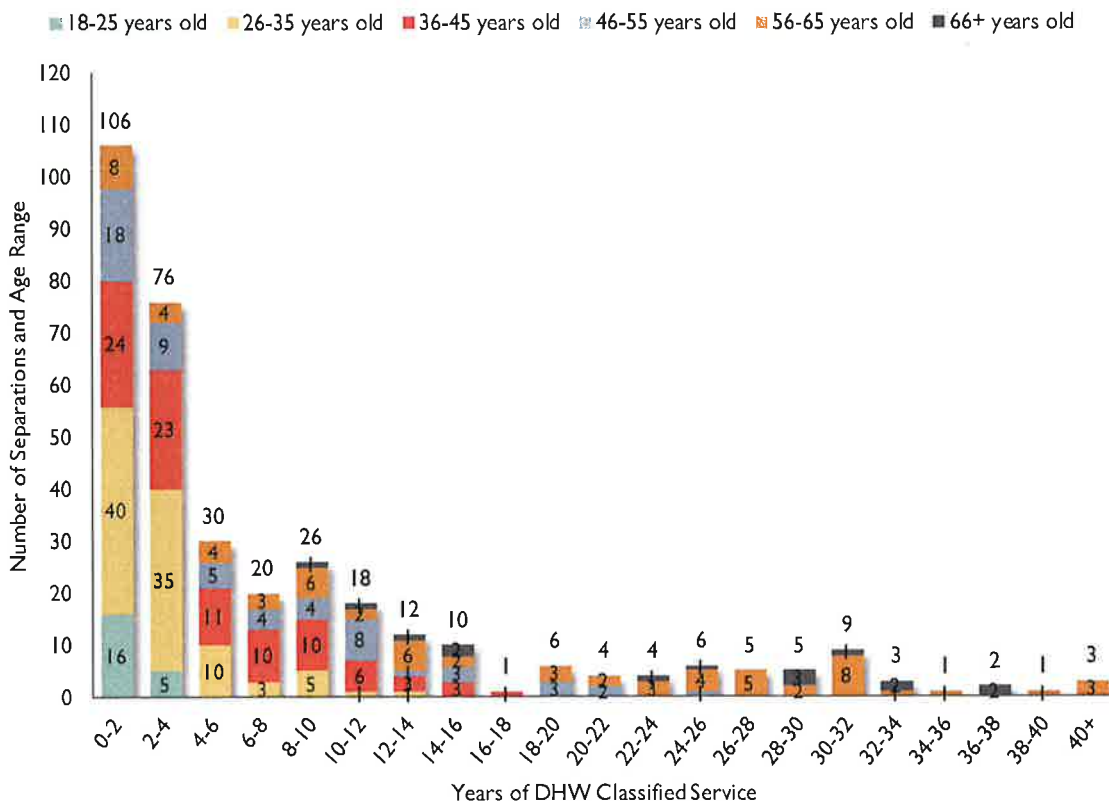
The average length of DHW classified state service for employees who voluntarily separated was 8.0 years, with 74% of the voluntary separations being individuals with fewer than ten years of DHW classified state service. Specifically:

- 30% had less than two years of service;
- 22% had two to four years of service;
- 9% had four to six years of service;
- 6% had six to eight years of service; and
- 7% had eight to ten years of service.

Current employee age ranges and CSS years can be found in the appendix, page 27.

"I loved that it was always changing - I needed that to grow. When you get into a routine, it gets kinda boring. It was nice to go to work every day, maybe something is going to be different, and I would need to find new ways to make myself quicker, more efficient."
 - Self-Reliance Specialist

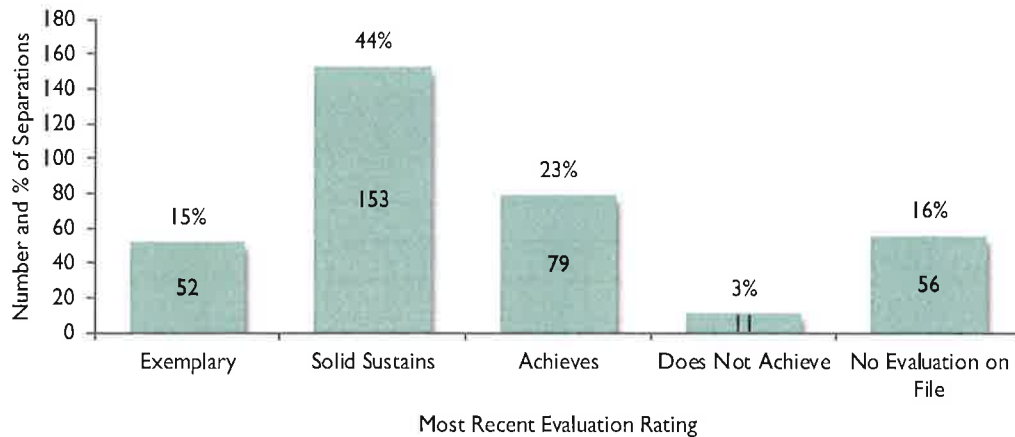
Voluntary Separations: Length of Classified DHW Service and Age Range



By Performance Evaluation Rating

Of the 351 voluntarily separating employees, 295 had performance evaluations on file (84%). Ratings and employee counts in each are included below. Current employee ratings can be found in the appendix, page 28.

Voluntary Separations: Evaluation Ratings



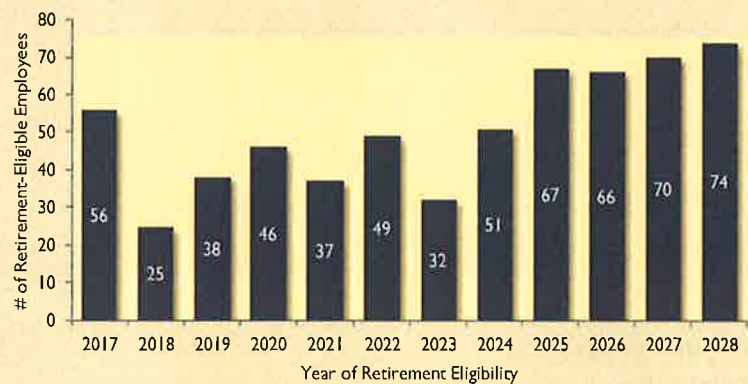
looking back

In FY2016, the ratings distribution was: Exemplary (13%), Solid Sustains (44%), Achieves (24%), Does not Achieve (4%), and No Evaluation on File (16%).

Projected Eligible Retirements

The Idaho State Controller's Office uses the Rule of 90 formula to calculate estimated retirements based on when an employee's age and length of service equal 90. The graph to the right represents counts of employees eligible for retirement over the next several years, a total of 611 employees. This equates to 23% of DHW's current workforce. Based on this formula, 56 current employees are eligible to retire in 2017.

DHW Count of Retirement-Eligible Employees



In addition, an employee can retire with full unreduced benefits if they are 65 or older and have 60 months of service (five years). There are 34 DHW employees who meet this criteria (who do not meet the Rule of 90 eligibility) and could retire in 2017. In total, 90 current employees became eligible to retire in 2017.

It is important to note that while an employee is eligible or may soon be eligible to retire, a number of employees choose not to. Retirement projections are just one of several areas divisions can review as they make efforts to maintain a strong workforce and work on succession planning.

HIGH TURNOVER CLASSIFICATIONS

Of the 351 voluntary separations in FY2017, 55 (16%) were by employees in the identified high turnover classifications. High turnover classifications are classifications in which turnover is continually higher than the Department average, or prominent patterns for separations have occurred. Some positions have smaller pools of qualified applicant pools. Several of these positions require a bachelor's degree or higher and some require licensure, making them additionally challenging to fill.

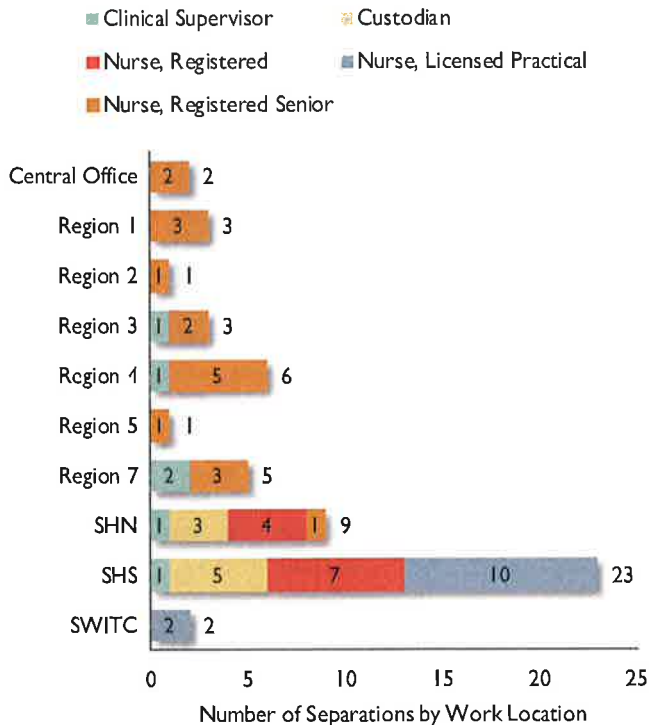
FY2017 High Turnover Classifications and Turnover Rates

	Voluntary Separations	Current DHW Employees	Turnover Rate
Clinical Supervisor	6	24	25.0%
Custodian	8	18	44.4%
Nurse, Licensed Practical	12	39	30.8%
Nurse, Registered	11	35	31.4%
Nurse, Registered Senior	18	65	27.7%
TOTAL	55	181	30.4%

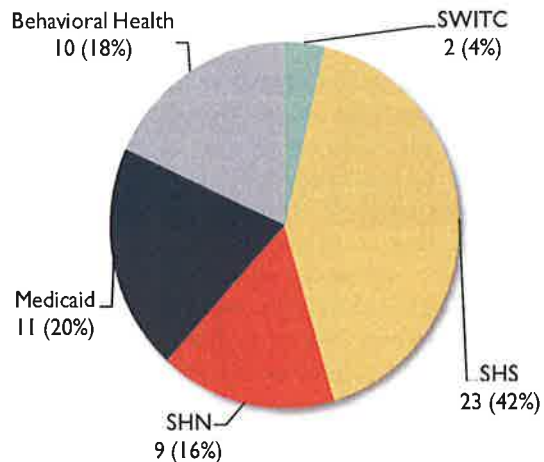
By Division and Work Location

Of the 55 voluntary high turnover separations, the greatest number of separations occurred at State Hospital South (23), followed by Medicaid (11).

High Turnover Classifications: Voluntary Separations by Work Location



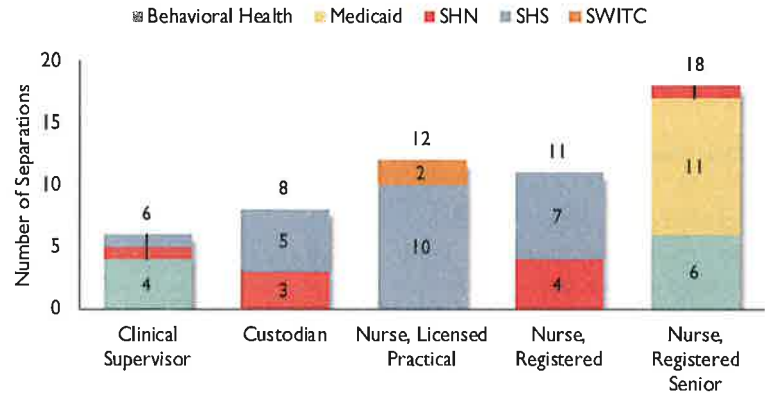
High Turnover Classifications: Voluntary Separations by Division



By Classification and Division

Several divisions experienced voluntary separations from employees in identified high turnover classifications.

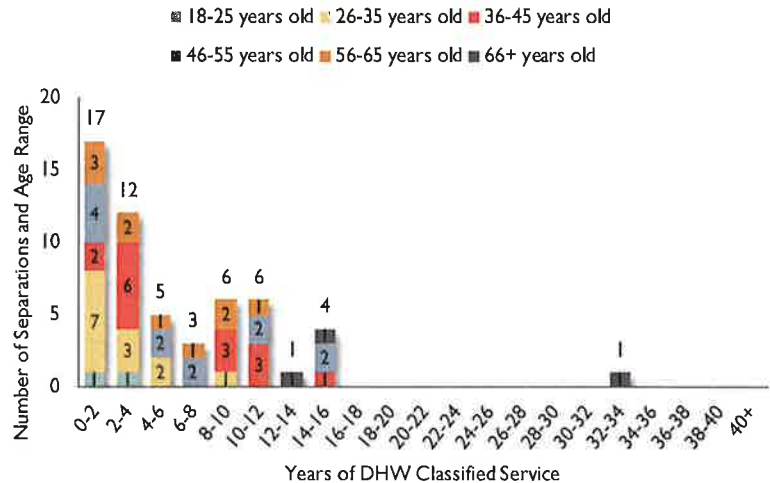
High Turnover Classification Voluntary Separations: By Classification and Division



By DHW Classified State Service (CSS) Years

Of the 55 voluntary high turnover separations, the average length of DHW classified state service was 5.7 years, with 78% of the voluntary separations being individuals with fewer than ten years of DHW classified state service. Average length of service for high turnover classifications was significantly less than DHW's overall average of 7.2 years.

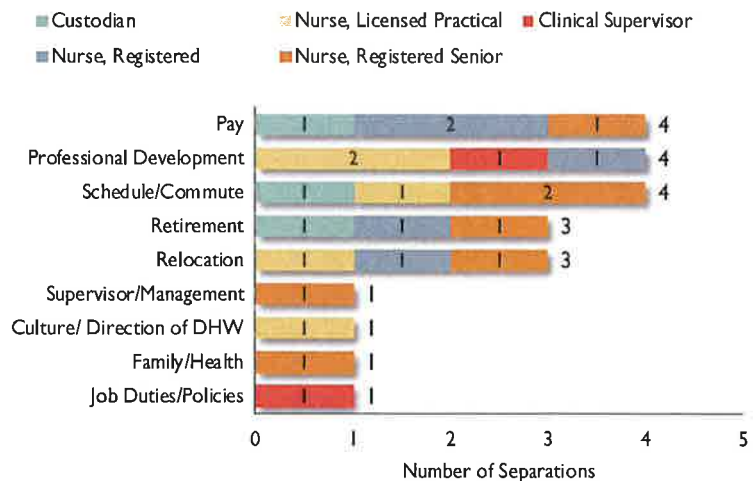
High Turnover Classification Voluntary Separations: Length of Classified DHW Service and Age Range



Primary Reason for Separation

Of the 55 voluntary high turnover separations, 22 (40%) completed an exit interview. Pay, professional development, and schedule/commute were the most commonly cited primary factors for separation.

High Turnover Classification Exit Interviews: Reasons for Separation - Primary Factors



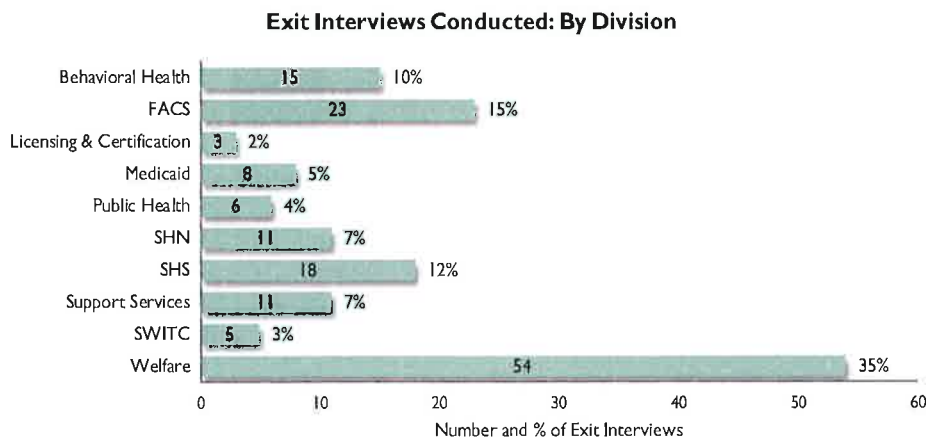
EXIT INTERVIEWS SUMMARY

DHW Human Resource (HR) employees conducted exit interviews on 154 of the 351 employees who voluntarily left their positions in FY2017.⁴ This equates to 44% of the Department's employees voluntarily separating from their positions and completing exit interviews. This is higher than FY2016, which had 37% of voluntary separations completing an exit interview.

By Division/Unit

The greatest successes in completing exit interviews (as a percentage of the total voluntary separations, bottom graph) occurred in Welfare (70%) and State Hospital North (69%).

This suggests these units receive advance notice from their employees of impending separation, that these units promptly notify HR of an employee's impending departure, and that these employees are willing to participate in an exit interview.⁵



	Voluntary Separations		Exit Interviews		% of Exits per # of Voluntary Separations
	# Employees	% of Separations	# Employees	% of Interviews	
Behavioral Health	39	11%	15	10%	38%
Director's Office	3	1%	0	0%	0%
FACS	52	15%	23	15%	44%
L&C	9	3%	3	2%	33%
Medicaid	29	8%	8	5%	28%
Public Health	29	8%	6	4%	21%
SHN	16	5%	11	7%	69%
SHS	49	14%	18	12%	37%
Support Services	22	6%	11	7%	50%
SWITC	26	7%	5	3%	19%
Welfare	77	22%	54	35%	70%
TOTAL	351	100%	154	100%	44%

For example, in Behavioral Health, HR conducted exit interviews on 38% of the exiting employees (15 exit interviews, 39 separations). Behavioral Health had 10% of the Department's exit interviews.⁶

looking back

In FY2016, the units with the most exit interviews conducted were Support Services and State Hospital North (both 56%).

⁴ DHW HR employees use a standard format to conduct exit interviews in person by interviewing the departing employee prior to the effective date of separation. These interviews are the source of information contained in this report. In rare instances, an employee elects to complete an exit interview form rather than be interviewed in-person.

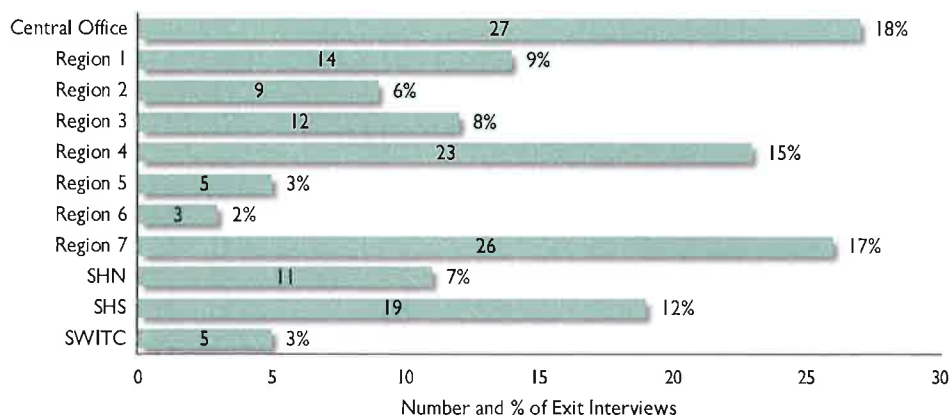
⁵ Attempts are made to conduct exit interviews on all employees who voluntarily separate. There are many reasons for employees to not be interviewed, including, but not limited to, the employee declining to conduct an interview or failing to respond to HR's request, and HR being notified of the employee's separation after the employee's last date of work has passed.

⁶ For additional information regarding employees who completed exit interviews, refer to the appendix.

By Work Location

The greatest success in completing exit interviews (as a percentage of the total voluntary separations, bottom graph) occurred in Region 7 (74%) and State Hospital North (69%).

Exit Interviews Conducted: By Work Location



	Voluntary Separations		Exit Interviews		% of Exits per # of Voluntary Separations
	# Employees	% of Separations	# Employees	% of Interviews	
Central Office	86	25%	27	18%	31%
Region 1	30	9%	14	9%	47%
Region 2	14	4%	9	6%	64%
Region 3	22	6%	12	8%	55%
Region 4	50	14%	23	15%	46%
Region 5	11	3%	5	3%	45%
Region 6	10	3%	3	2%	30%
Region 7	35	10%	26	17%	74%
SHN	16	5%	11	7%	69%
SHS	50	14%	19	12%	38%
SWITC	27	8%	5	3%	19%
TOTAL	351	100%	154	100%	44%

looking back

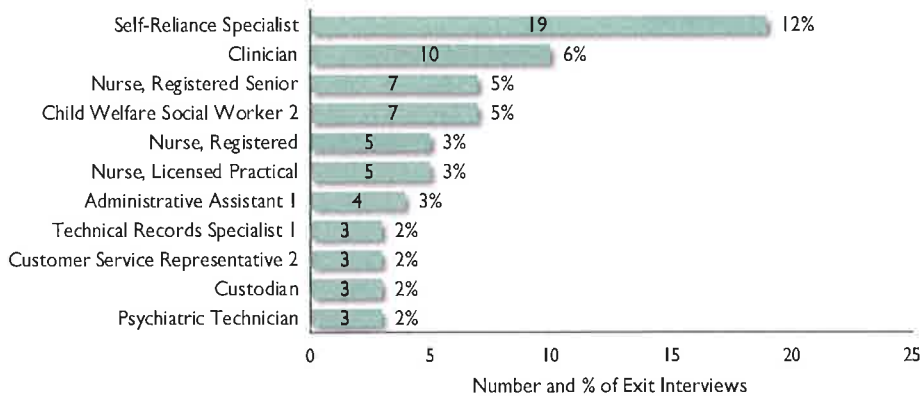
In FY2016, the highest percentage of exit interviews per number of voluntary separations were Region 2 (77%) and State Hospital North (60%).

"I found the workload to be the least satisfying thing about my job. There was too much in my job description and not enough time. I consider myself to be a worker bee that is capable of working fast and furious. Despite this, I still couldn't keep up with all of the demands at times. I found this frustrating and our team was stretched too thin."
- Social Worker

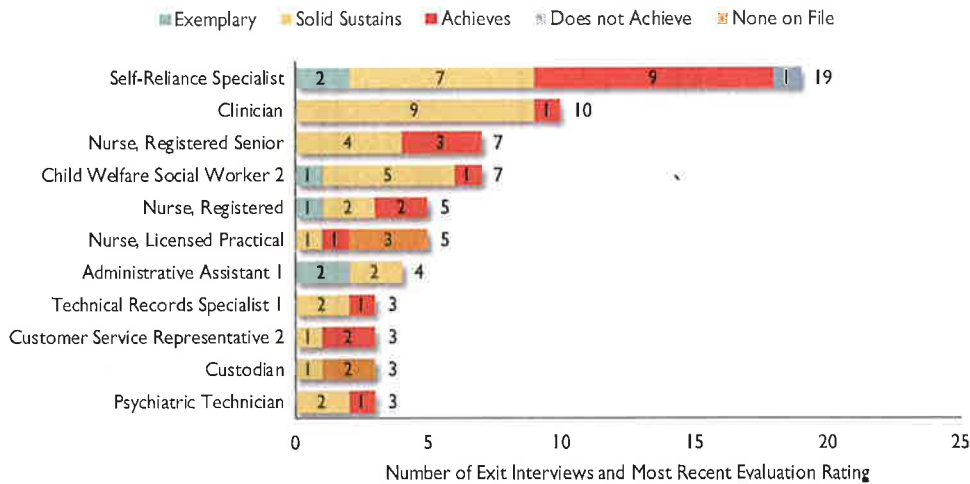
By Classification

There were similarities between the classifications occupied by the 351 employees who voluntarily exited the Department and the classifications occupied by the 154 employees who completed exit interviews. Specifically, the Self-Reliance Specialist, Child Welfare Social Worker 2, and Nurse, Registered Senior job classifications were the top classifications to voluntarily separate from the Department.

**Exit Interviews Conducted:
Most Common Classifications Vacated**



**Exit Interviews Conducted:
Most Common Classifications and Most Recent Evaluation Rating**



"My staff was the best part of my job. I have exceptional staff that work for me. I've been lucky over the years. I also love my program and work model and what it provides. I really feel I've been allowed to run the program how I believe it's supposed to be run. I enjoy the clientele."
- Clinical Supervisor

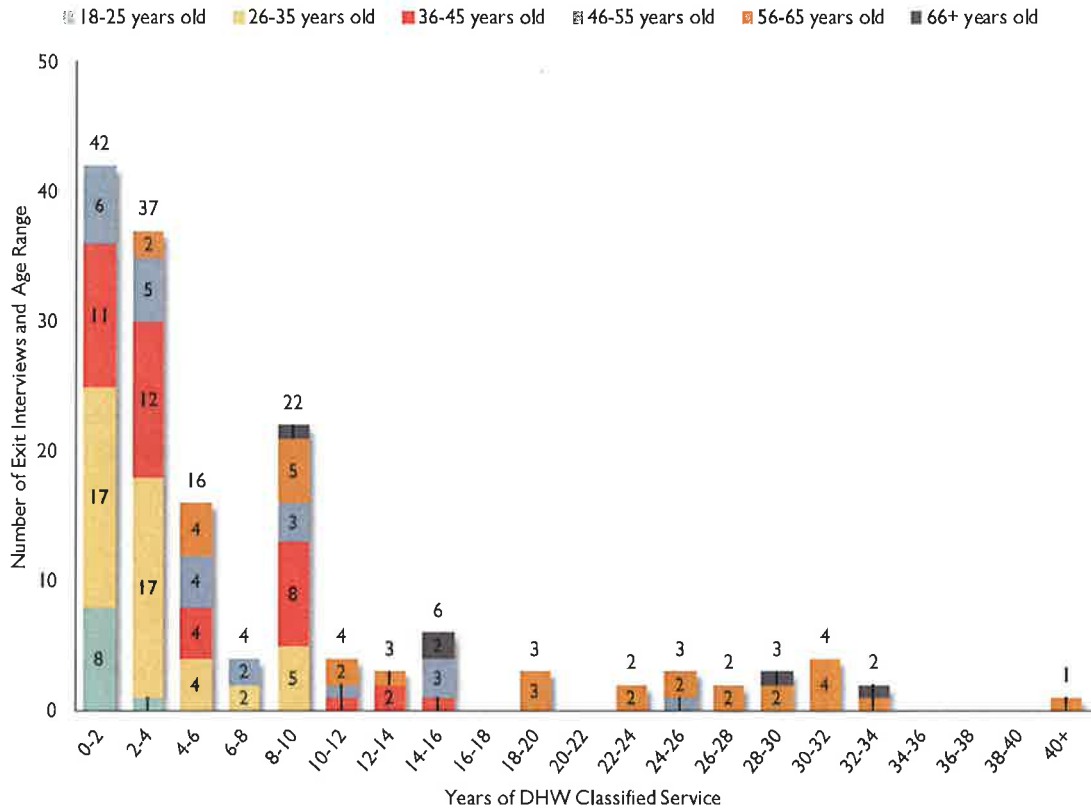
looking back

In FY2016, the highest classes with completed exit interviews were Self-Reliance Specialist (15%) and Clinician (6%).

By DHW Credited State Service (CSS) Years

The average length of DHW classified state service for all 351 employees who voluntarily separated was 8.0 years; the average length of employment at DHW for the 154 employees who provided exit interviews was slightly lower, at 7.7 years. It is noteworthy that of the 154 voluntary separations who provided exit interviews, 79% had been with DHW for ten years or less.

**Exit Interviews Conducted:
Length of Classified DHW Service and Age Range**



looking back

In FY2016, 74% had been with DHW for ten years or less.

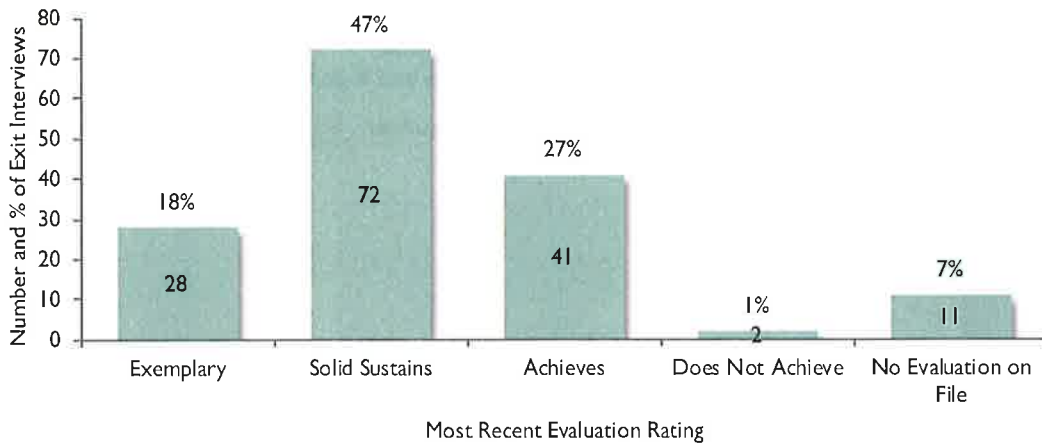
"My overall employment experience has been very good. I feel blessed to be able to learn from and develop the relationships with the team, it was truly a fantastic experience. I found everything about my experience to be positive with the exception of the pay rate."

- Customer Service Representative 1

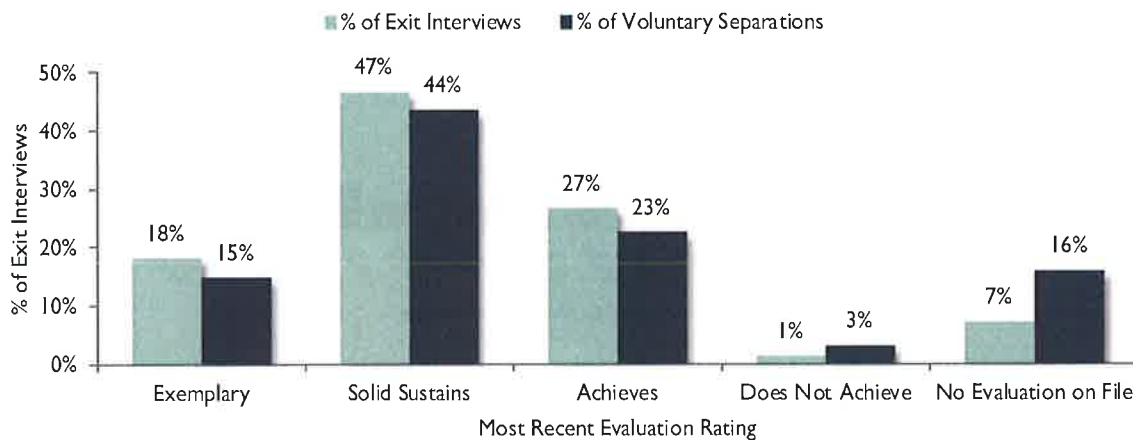
By Performance Evaluation Rating

Of the 154 voluntarily separating employees who completed an exit interview, 143 had a completed performance evaluation on file (93%).

Exit Interviews Conducted: Evaluation Ratings



Exit Interviews Conducted: Evaluation Ratings Comparison with all Voluntary Separations' Ratings



looking back

In FY2016, the performance evaluation ratings distribution for voluntary separations who completed exit interviews was: Exemplary (18%), Solid Sustains (48%), Achieves (26%), Does not Achieve (2%), and No Evaluation on File (6%).

"Working for the Department has been the most amazing work experience I have ever had. It was always a roller coaster of emotions and I had the opportunity to develop some great working relationships. I always felt incredibly supported in my role. Overall, I would do it all over again."

- Child Welfare Social Worker 2

Reasons for Separation – Primary Factors

HR identified the “root” or primary reason for each employee’s decision to leave DHW. For example, an employee might initially indicate that the decision to leave was due to a better job; in such a situation, HR would probe to determine what makes the new job “better” and therein identify the de-motivator at DHW which contributed to the employee’s decision to leave.

Of the 154 exit interviews, 18% left DHW primarily due to professional development or lack of advancement opportunities at DHW; another 14% separated due to relocation.

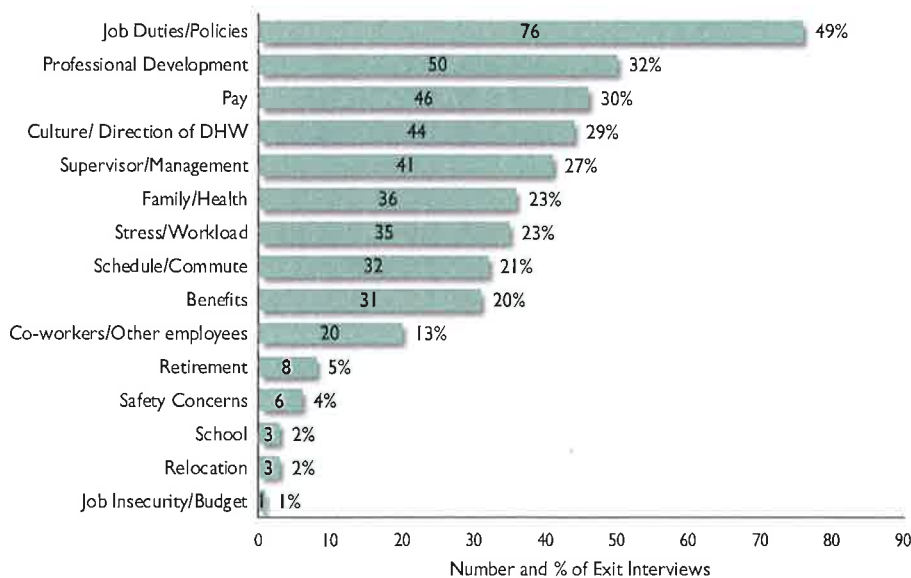
Reasons for Separation: Primary Factor



Reasons for Separation – Contributing Factors

In addition to identifying the primary reason for the employees’ decision to exit the Department, HR identified one or more additional factors which contributed to an employee’s decision to leave the Department. These factors played into the employee’s decision to leave, but were not the primary reason for the employee’s decision to resign.

Reasons for Separation: Contributing Factors



looking back

In FY2016, the top three **primary factors** were professional development (16%), retirement (16%), and supervisor/management (12%). The top three **contributing factors** were job duties/policies (36%), professional development (33%), and pay (32%).

CEC:

DHW received a 3% increase in personnel funding (Change in Employee Compensation, or CEC) for FY2018. Distribution was based on merit. Eligible employees received increases based on current performance evaluations and compa ratios (employee’s pay rate divided by the policy pay rate for the pay grade they are in).

Compa ratios 100%+:

- Achieves 2.75%,
- Solid Sustains 3.25%, and
- Exemplary 3.75%.

Compa ratios ≤100%:

- Achieves 3.0%,
- Solid Sustains 3.5%, and
- Exemplary 4.0%.

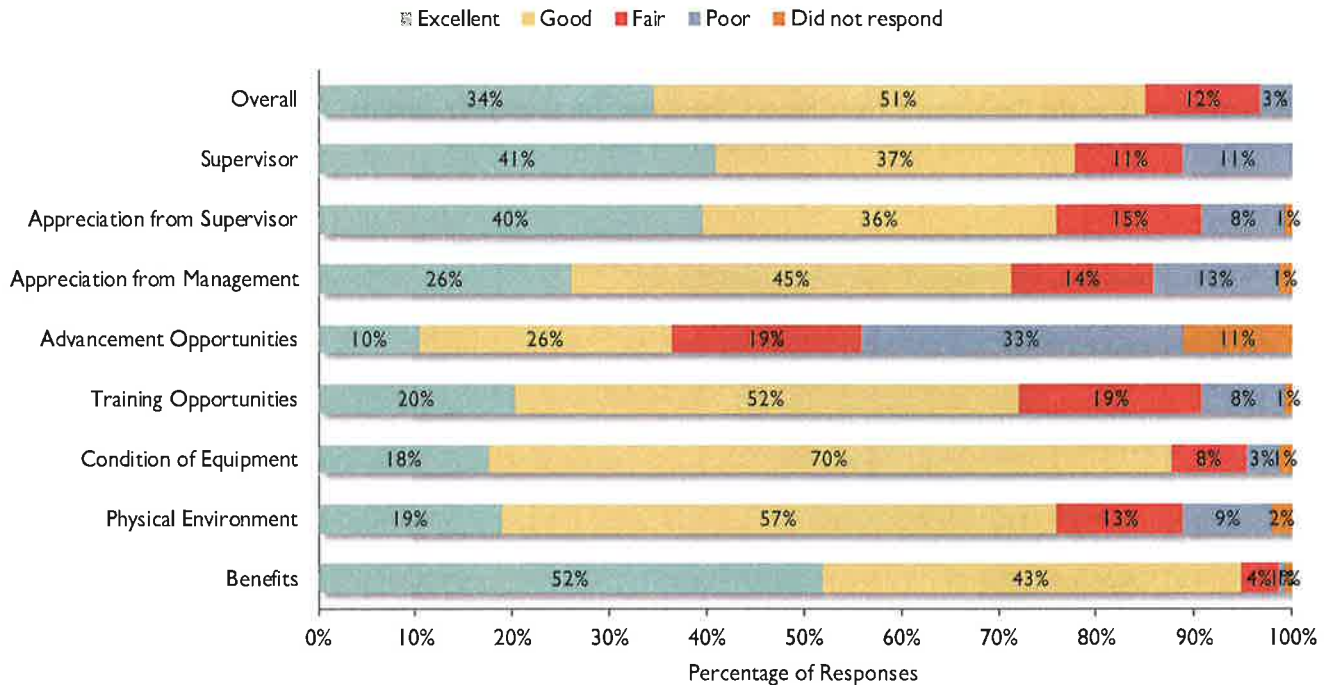
Employee Ratings of Employment Categories

The information collected during those exit interviews included employee ratings (i.e., excellent, good, fair, or poor) of various elements of their employment. Overall, the data indicates that 75% of the responses ranked in the “Excellent” and “Good” categories, and 23% of the responses ranked in the “Fair” and “Poor” categories.

How would you rate your overall DHW experience?



Exit Interviews Conducted: Perceptions of Employment



Exit Interviews Conducted: Most Satisfying About the Job – Most Commonly Used Words



Exit Interviews Conducted: Least Satisfying About the Job – Most Commonly Used Words



*"My time here has been really good and I love the work I do. I'm passionate about my position of being in support for IT and providing technical services; it was very gratifying."
- IT Systems Integration Analyst*

NEW EMPLOYER INFORMATION

Of the 154 employees who completed an exit interview, 95 (62%) were leaving for another job. Of these 95:

- 58 (61%) indicated they would be receiving a pay increase in their new job;
- 19 (20%) indicated they would be receiving a pay decrease in their new job;
- 11 (12%) indicated their income would remain the same with their new job; and
- 7 (7%) did not provide salary information of their new job.

It is noteworthy that of the 154 employees on whom HR conducted exit interviews, 32 (21%) were leaving the Department without having another job opportunity. Another 27 (18%) were leaving for retirement.

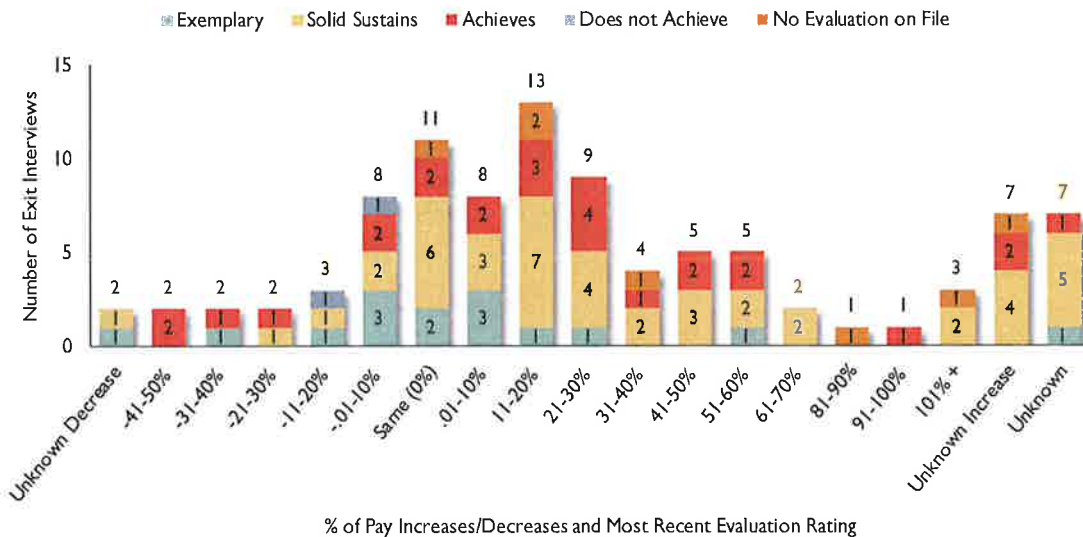
Pay Increases

Of the 51 employees who indicated they would be receiving a pay increase and who provided the new amount, the average pay increase was 39%. Classifications occupied by employees who saw the largest pay increases included IT Systems Integration Analyst, Senior; Psychiatric Technician Trainee; and Registered Nurse. In FY2016, the average pay increase separating employees received was 24.5%.

Pay Decreases

Of the 17 employees who indicated their pay would be decreasing and who provided the new amount, the average pay decrease was 17.7%. The longest state service by a separating employee who took a pay decrease with their new job was 31 years; this employee accepted a 33% pay decrease.

**Exit Interviews Conducted:
Amount of Pay Change Compared to Most Recent Evaluation Rating**



looking back

In FY2016, 59% of the separating employees with new employment indicated they would receive a pay increase at their new job. Fifty-two percent of all separating employees with new employment accepted positions in the private sector.

New Employer Type

HR inquires about the new employment opportunity departing employees have obtained. Some employees declined to say, and this does not apply to others (i.e., retirement).

Private Sector

- 62 employees accepted positions in the private sector; their average tenure was 4.5 years.
- 16 employees cited professional development/lack of advancement opportunities at DHW as their primary factor for separation.
- Of the separations who disclosed their new employer, 27 were leaving for hospital or other healthcare-related organizations.
- 44 employees indicated their new job duties would be significantly different from current DHW role.
- Only 11 of the employees were located at Central Office. Region 7 and State Hospital South both lost ten employees to the private sector; these employees primarily went to health/human services-related employers.

Federal Government

- Eight employees accepted federal government positions; only three had to relocate for the new job.
- Five employees indicated pay was their primary reason for separation; two others cited professional development as their primary reason.

State Government

- Six employees took positions with other Idaho state agencies; three of these went to Idaho Dept. of Corrections.
- Three other employees accepted positions in other states.

School Districts/Universities

- Half of the 12 separations noted they would not be doing similar work/job duties in the new position.
- The average time at DHW was much lower than the DHW average – only 3.6 years.
- All 12 employees rated their overall DHW experience as Good or Excellent.
- Schedule/commute and professional development were tied for top reasons employees left for education positions.

Relocation

- 18 employees accepted jobs outside of Idaho: CA (two), IA (one), MT (two), ND (one), UT (four), WA (seven), and Australia (one).
- Seven jobs were in cities near the Idaho border (so not necessarily a need to relocate), including: Pullman, WA (one); Spokane, WA (four); Clarkson, WA (two). The average pay increase for these employees was 8%.
- Five left seeking professional development, and seven left primarily due to relocating (e.g. if a spouse had already accepted an out-of-state position or the employee wanted to live closer to family members).
- Four employees accepted remote opportunities where they could work from home, without needing to relocate; these employees saw an average 33% pay increase.

New Employer Compensation Information

New Employer	# of Voluntary Separations w/ New Jobs	# of Separations Who Provided Salary Info	Average DHW Salary	Average New Salary	Percent Increase or Decrease	Additional \$/Hour Increase or Decrease	Additional Annual Increase or Decrease
Private	62	49	\$23.02	\$30.29	32%	\$7.27	\$15,121.60
School Districts/ Higher Education	12	9	\$20.13	\$21.97	9%	\$1.84	\$3,827.20
State Gov't (ID & Others)	9	9	\$22.08	\$21.36	-3%	\$(0.72)	\$(1,497.60)
Federal Gov't	8	8	\$31.81	\$46.61	47%	\$14.80	\$30,784.00
City/County	4	4	\$20.20	\$21.17	5%	\$0.97	\$2,017.60

LATERAL TRANSFERS AND PROMOTIONS

Turnover can be very difficult for divisions, business operations, and employee morale. However, FY2017 saw many new employment opportunities within DHW for existing staff to take advantage of.

Lateral Transfers

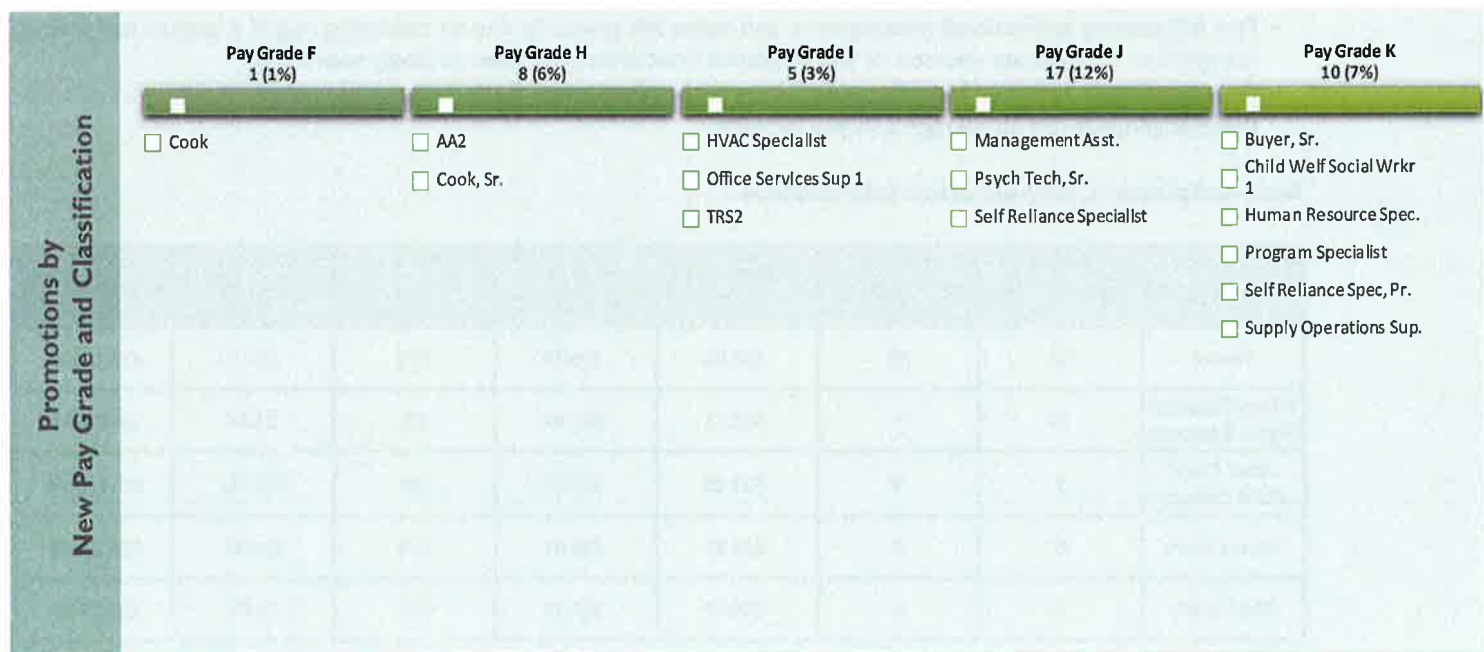
There were 51 employees who laterally transferred into other positions in FY2017 (in FY2016, there were 52). A lateral transfer occurs when an employee moves into another position or different classification that is in the same pay grade as their current position.

- The Central Office location had the most lateral transfers (25%), followed by Regions 3 and 4 (both 16%).
- The Division of Behavioral Health saw the most lateral transfers (33%).
- The most lateral transfers occurred by employees moving into Clinician positions (10, or 20%). All ten were in the Division of Behavioral Health; of these, nine transferred from FACS Child Welfare.
- The Administrative Assistant I classification saw the second-most lateral transfers with five (10%).

Promotions

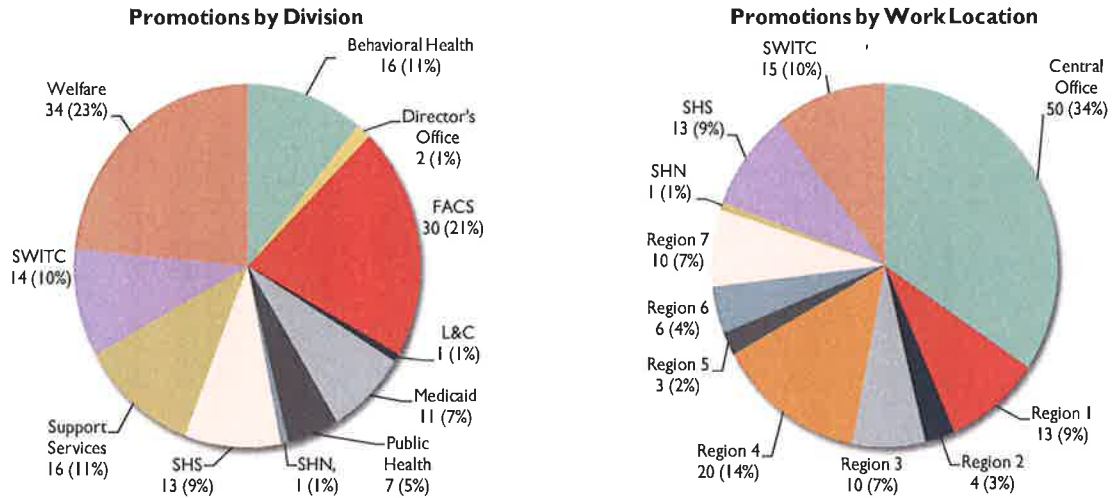
While lack of professional development/advancement opportunities was the most cited separation reason, there were 145 employees who promoted within DHW in FY2017 (in FY2016, there were 122). The graphic below depicts the classifications employees promoted into.

- The divisions that had the highest percentages of promotions were Welfare (23%) and FACS (21%).
- Forty-three percent of employees promoted into supervisor/manager roles.
- The most common classifications employees promoted into were: Program Specialist DHW (13%), Psychiatric Technician, Senior (8%), Child Welfare Supervisor (7%), and Child Welfare Social Worker 3 (6%). Other common classifications were Human Services Regional Program Specialist and Self Reliance Supervisor.
- The most common classifications employees promoted from were: Self Reliance Specialist (12%), Clinician (9%), and Child Welfare Social Worker 2 (7%).
- Most promotions occurred in Central Office (35%) and Region 4 (14%).
- Three employees who promoted in FY2017 also separated the same fiscal year.

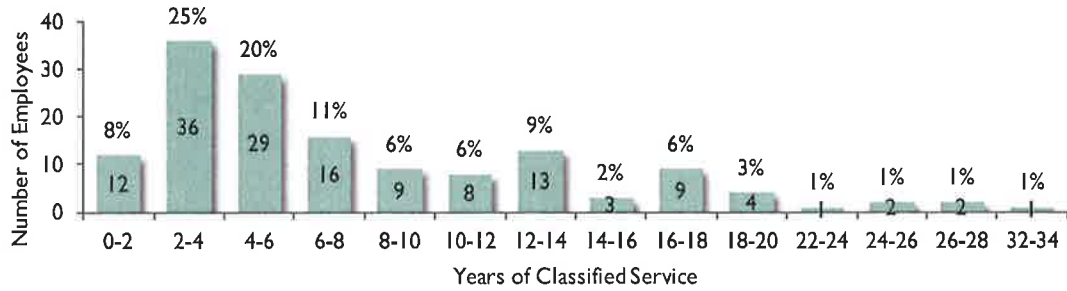


Promotions by New Division and Work Location

The graphs below show the promotions first by division, and then by location of the new positions.



Promotions by CSS Hours

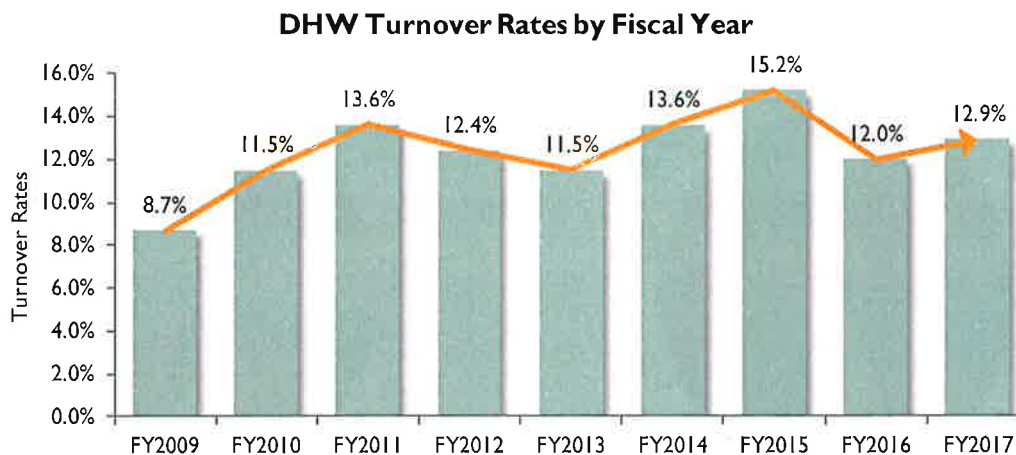


Pay Grade L 45 (31%)	Pay Grade M 45 (31%)	Pay Grade N 8 (6%)	Pay Grade P 2 (1%)	Non-classified 4 (3%)
<input type="checkbox"/> Business Ops Spec.	<input type="checkbox"/> Business Analyst	<input type="checkbox"/> Admin Support Manager	<input type="checkbox"/> Bureau Chief	<input type="checkbox"/> Division Administrator
<input type="checkbox"/> Child Welf Social Wrkr 2	<input type="checkbox"/> Child Welfare Supervisor	<input type="checkbox"/> IT Manager		<input type="checkbox"/> Public Info Manager
<input type="checkbox"/> Child Welf Social Wrkr 3	<input type="checkbox"/> Clinical Supervisor	<input type="checkbox"/> Nurse, Registered Manager		<input type="checkbox"/> Regional Director
<input type="checkbox"/> Clinician	<input type="checkbox"/> Health Program Spec.	<input type="checkbox"/> Program Manager		<input type="checkbox"/> SWITC Administrator
<input type="checkbox"/> Developmental Spec Sr.	<input type="checkbox"/> HR Specialist Sr.			
<input type="checkbox"/> Financial Spec, Sr.	<input type="checkbox"/> IT Sys Ingr Analyst, Sr.			
<input type="checkbox"/> IT Sys Intg Analyst	<input type="checkbox"/> IT Sys Security Analyst, Sr.			
<input type="checkbox"/> Med Util Review Analyst	<input type="checkbox"/> Management Analyst Sr.			
<input type="checkbox"/> Medical Program Spec.	<input type="checkbox"/> Medicaid Alt Care Coord.			
<input type="checkbox"/> Nurse, Registered	<input type="checkbox"/> Nurse, Registered Sr.			
<input type="checkbox"/> Policy Analyst	<input type="checkbox"/> Program Supervisor			
<input type="checkbox"/> Program Spec DHW	<input type="checkbox"/> Web Master			
<input type="checkbox"/> Self Reliance Sup.				
<input type="checkbox"/> Welfare Training Spec.				

New Pay Grade and Classification Promotions by

FISCAL YEAR DATA COMPARISON: FY2013 - FY2017

Department-Wide Turnover Rates by Fiscal Year



Department-Wide Turnover Rates for High Turnover Classifications

Identified high turnover classifications may vary year to year. For example, while Clinical Supervisor has been a high turnover classification in multiple recent years, there are some classifications (such as Health Information Specialist) that experienced a higher turnover rate one year, but not necessarily every year. Below summarizes the identified high turnover classifications and their associated turnover rates for each of the past five fiscal years.

FY2017

Custodian (44.4%), Registered Nurse (31.4%), Licensed Practical Nurse (30.8%), Registered Nurse Senior (27.7%), and Clinical Supervisor (25.0%).

FY2016

Custodian (41.2%), Customer Service Representative 2 (31.6%), Developmental Specialist, Children's Programs (29.0%), Health Facility Surveyor (26.7%), Health Information Specialist (29.4%), Licensed Practical Nurse (26.8%), and Psychiatric Technician Trainee (30.8%).

FY2015

Child Welfare Social Worker 3 (21.1%), Clinical Supervisor (26.1%), Developmental Specialist, Children's Programs (25.0%), Health Facility Surveyor (22.6%), Health Program Specialist (26.1%), and Human Services Program Specialist (26.5%).

FY2014

Clinician (16.8%) and Self-Reliance Specialist (13.5%).

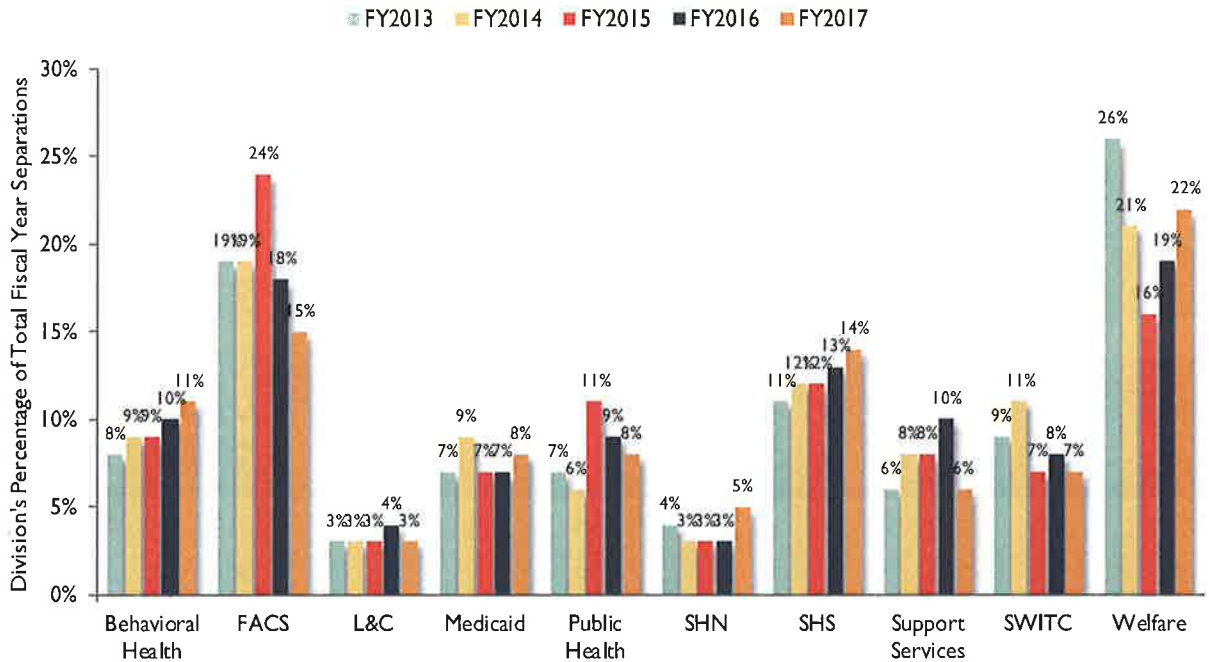
FY2013

Child Welfare Social Worker 2 (13.7%) and Self-Reliance Specialist (14.3%).

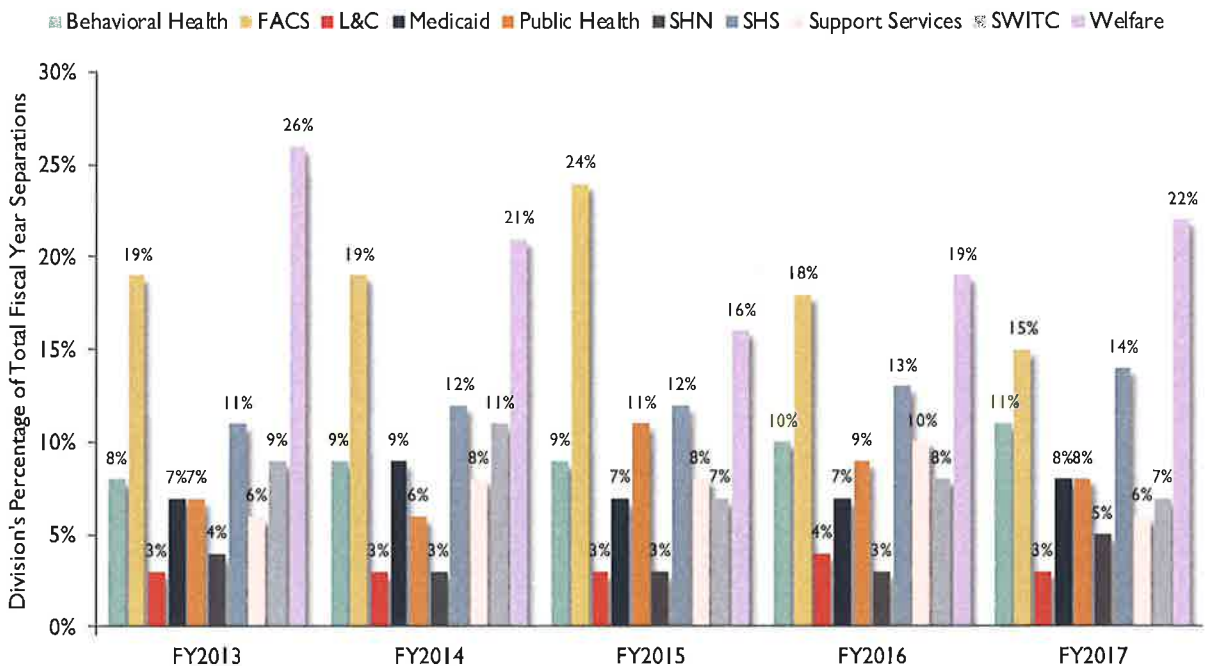
Percentage of Fiscal Year Separations by Division

The charts below display each division's percentage of all total voluntary separations for each fiscal year. For example, in FY2013, Behavioral Health had 8% of the voluntary separations for that year. In FY2017, the division had increased to 11% of the voluntary separations. Charts are organized first by division, then by fiscal year.

Percentage of Fiscal Year Separations - By Division



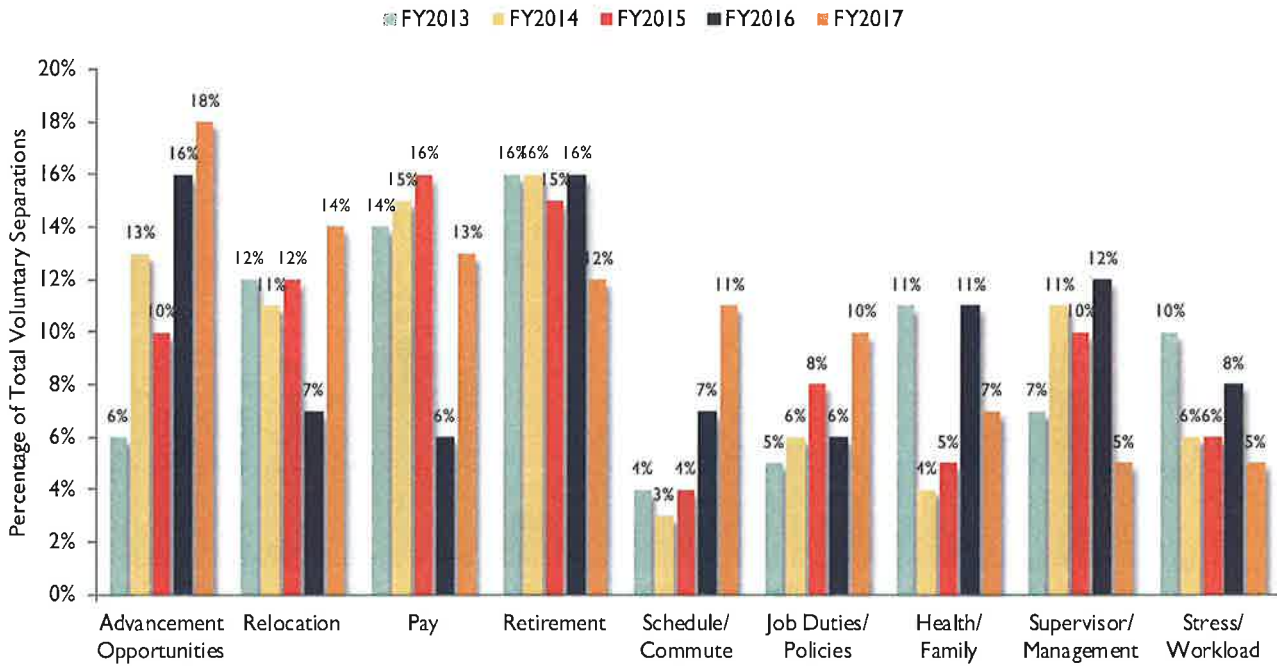
Percentage of Fiscal Year Separations - By Fiscal Year



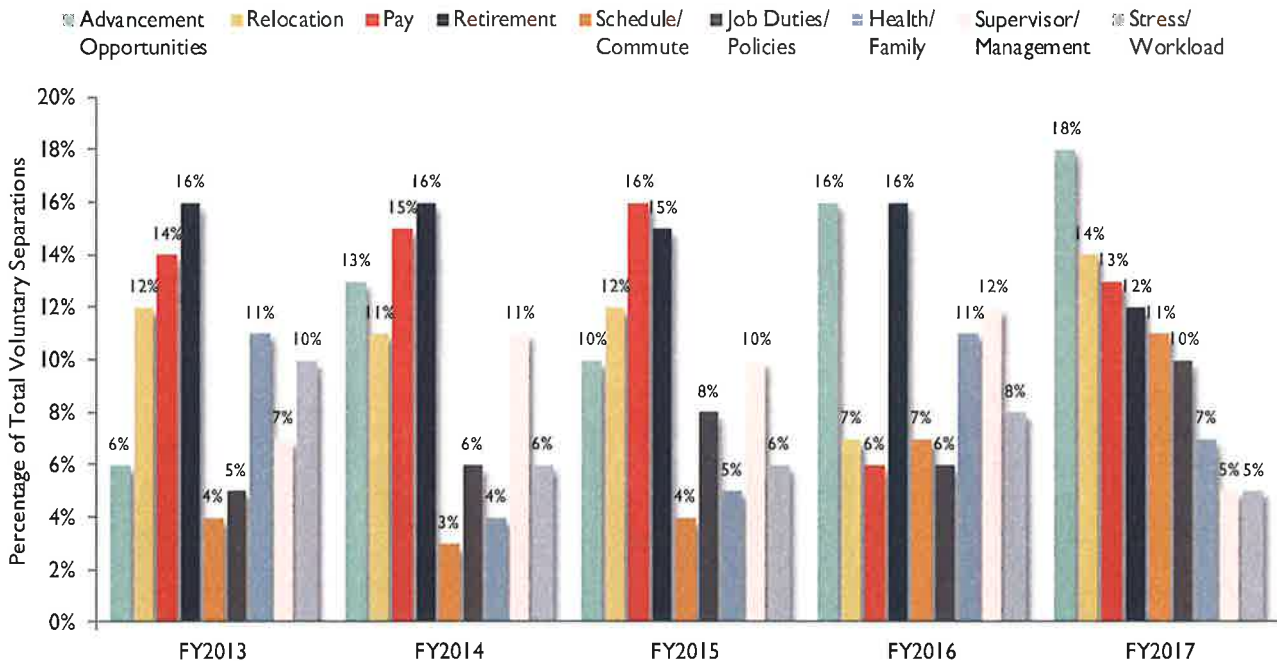
Reasons for Separation – Primary Factors

The graphs below compare primary reasons for separation cited in exit interviews. For example, retirement was the primary reason for separation in FY2013, cited by 16% of all voluntary separations. Professional development was the top reason in FY2017, cited by 18% of all voluntary separations. Charts are organized first by primary factor, then by fiscal year.

Reasons for Separation - By Primary Factor



Primary Factors for Separation - By Fiscal Year



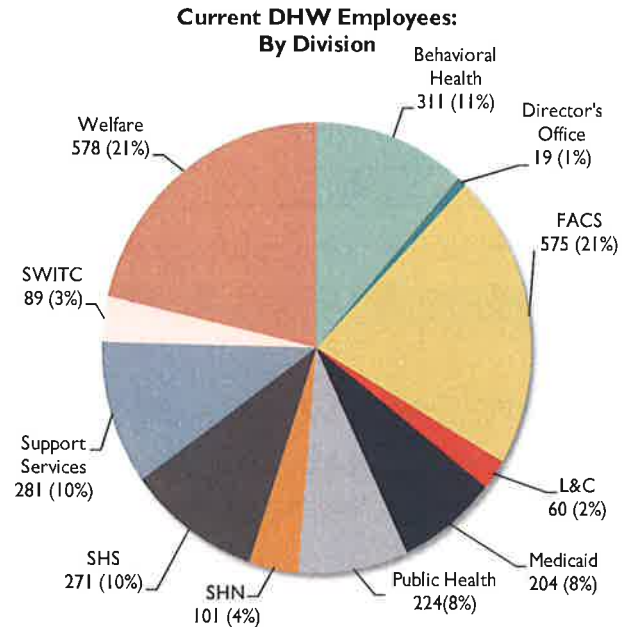
APPENDIX: CURRENT DHW EMPLOYEE DEMOGRAPHICS

APPENDIX

By Division/Unit

21% of current classified DHW employees are in the Division of Welfare, with another 21% in the Division of FACS.

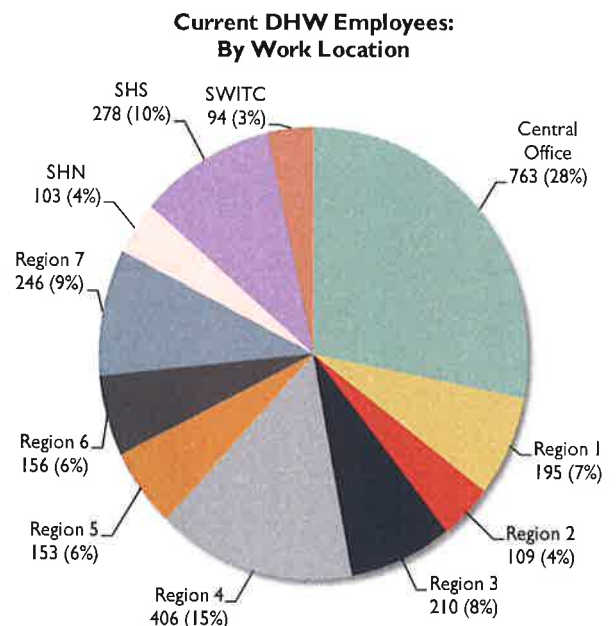
	By Division	
	Current Employees	% of DHW Employees
Behavioral Health	311	11%
Director's Office	19	0.7%
FACS	575	21%
L&C	60	2%
Medicaid	204	8%
Public Health	224	8%
SHN	101	4%
SHS	271	10%
Support Services	281	10%
SWITC	89	3%
Welfare	578	21%
TOTAL	2,713	100%



By Work Location

28% of current classified DHW employees work in Central Office. Approximately 54% of all current classified DHW employees are located in the Treasure Valley (Central Office, Regions 3 and 4, and SWITC).

	By Work Location	
	Current Employees	% of DHW Employees
Central Office	763	28%
Region 1	195	7%
Region 2	109	4%
Region 3	210	8%
Region 4	406	15%
Region 5	153	6%
Region 6	156	6%
Region 7	246	9%
SHN	103	4%
SHS	278	10%
SWITC	94	3%
TOTAL	2,713	100%



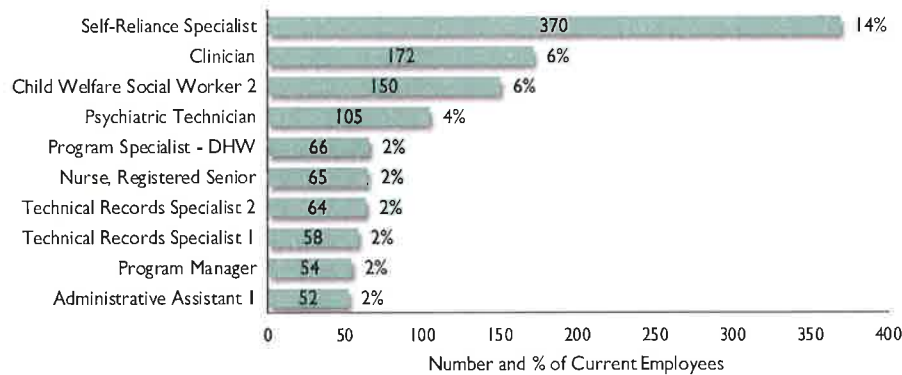
Current DHW Employees, By Division and Work Location

	Central Office	Region							SHN	SHS	SWITC	TOTAL
		1	2	3	4	5	6	7				
Behavioral Health	49	34	25	45	54	33	24	47				311
Director's Office	16	1	1				1					19
FACS	55	69	39	95	142	66	52	57				575
L&C	47	1	1	2	3	1	3	2				60
Medicaid	102	15	10	16	22	13	10	16				204
Public Health	224											224
SHN									101			101
SHS										271		271
Support Services	209	9	6	6	15	4	12	6	2	7	5	281
SWITC											89	89
Welfare	61	66	27	46	170	36	54	118				578
TOTAL	763	195	109	210	406	153	156	246	103	278	94	2,713

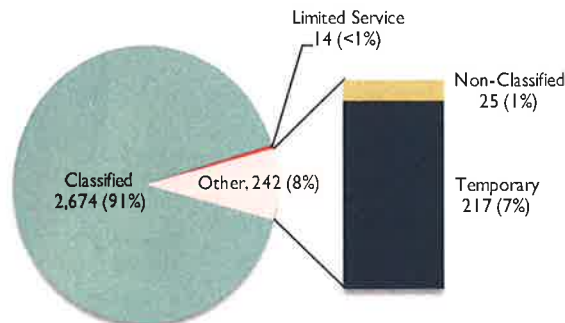
By Classification and Position Appointment Type

Self-Reliance Specialists make up 14% of the entire current classified DHW workforce. The other two most common classifications are Child Welfare Social Worker 2 (6%) and Clinician (6%).

**Current DHW Employees:
Most Common Classifications**



**Current DHW Employees:
Position Appointment Type***



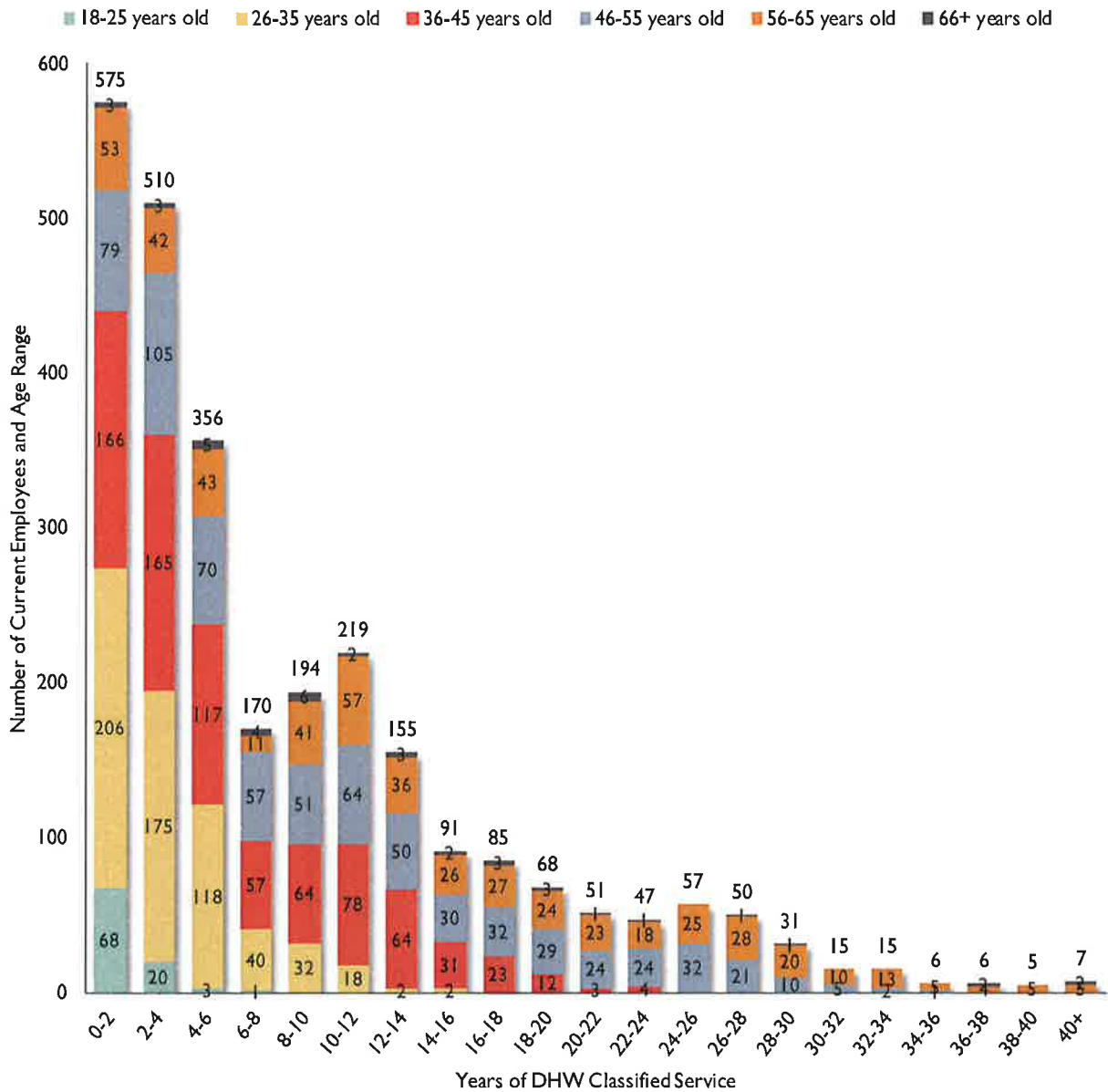
* The Separations Report includes Classified, Non-Classified, and Limited Service appointments only.

By DHW Classified State Service (CSS) Years

The average length of classified state service for current DHW employees is 8.3 years, with 67% of employees being individuals with fewer than ten years of DHW classified service. Specifically:

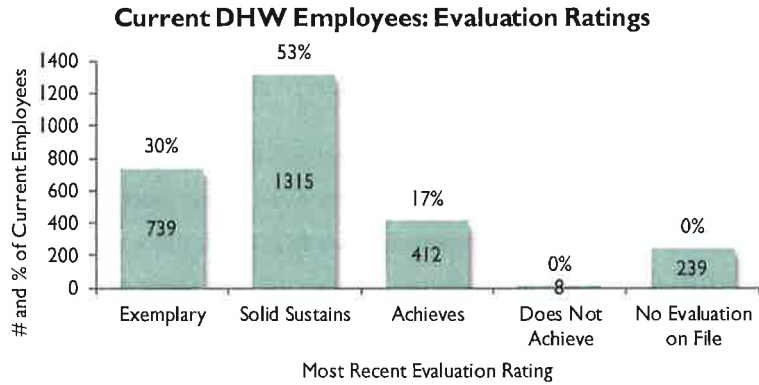
- 21% of current DHW employees have less than two years of service;
- 19% of current DHW employees have two to four years of service;
- 13% of current DHW employees have four to six years of service;
- 6% of current DHW employees have six to eight years of service; and
- 7% of current DHW employees have eight to ten years of service.

Current DHW Employees: Length of Classified DHW Service and Age Range



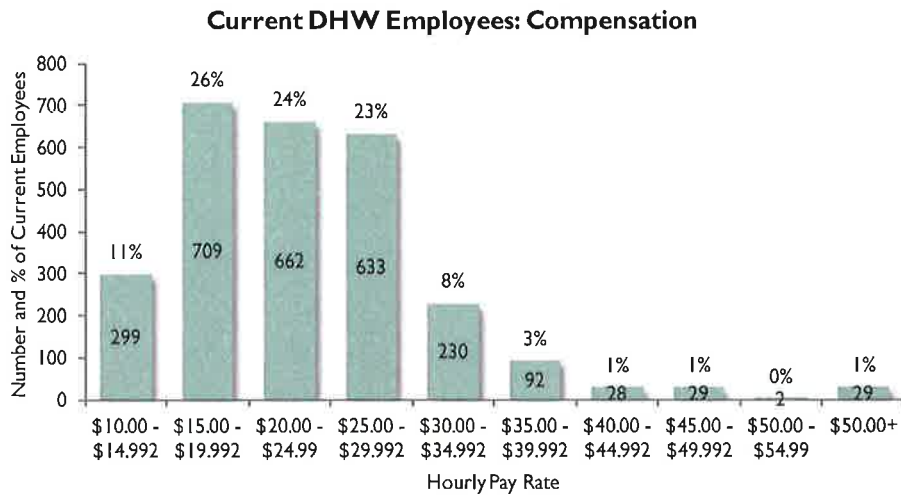
By Performance Evaluation Rating

Of the 2,713 current DHW employees, 2,474 (91%) have current a performance evaluation on file.



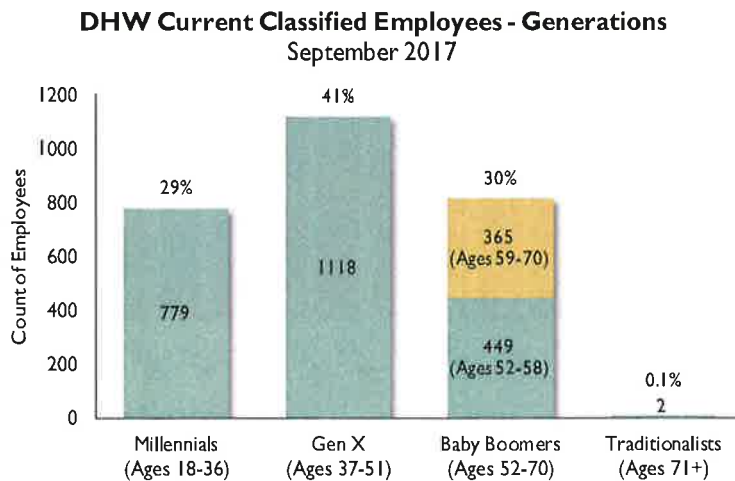
Compensation Information

The average pay rate for all current DHW employees is \$23.53 per hour. The Mean (Median) salary is \$23.20 per hour. The Mode (Most Common) salary is \$17.00 per hour (28 employees), which is the typical salary for Self-Reliance Specialists.



By Generation

The DHW workforce can be separated into four generations. As of September 2017 there were 365 employees ages 59 or older, or 14%. As discussed in Projected Retirements (page 7) this number may be useful to consider for workforce and succession planning.



APPENDIX: SEPARATIONS AND EXIT INTERVIEWS

All Voluntary Separations, By Division and Work Location

	Central Office	Region							SHN	SHS	SWITC	TOTAL
		1	2	3	4	5	6	7				
Behavioral Health	3	1	2	9	9	1	2	12				39
Director's Office	2					1						3
FACS	5	10	5	8	15	3	2	4				52
L&C	7						2					9
Medicaid	14	5	2	2	2	1		3				29
Public Health	29											29
SHN									16			16
SHS										49		49
Support Services	17	2					1			1	1	22
SWITC											26	26
Welfare	9	12	5	3	24	5	3	16				77
TOTAL	86	30	14	22	50	11	10	35	16	50	27	351

Exit Interviews Conducted, by Division and Work Location

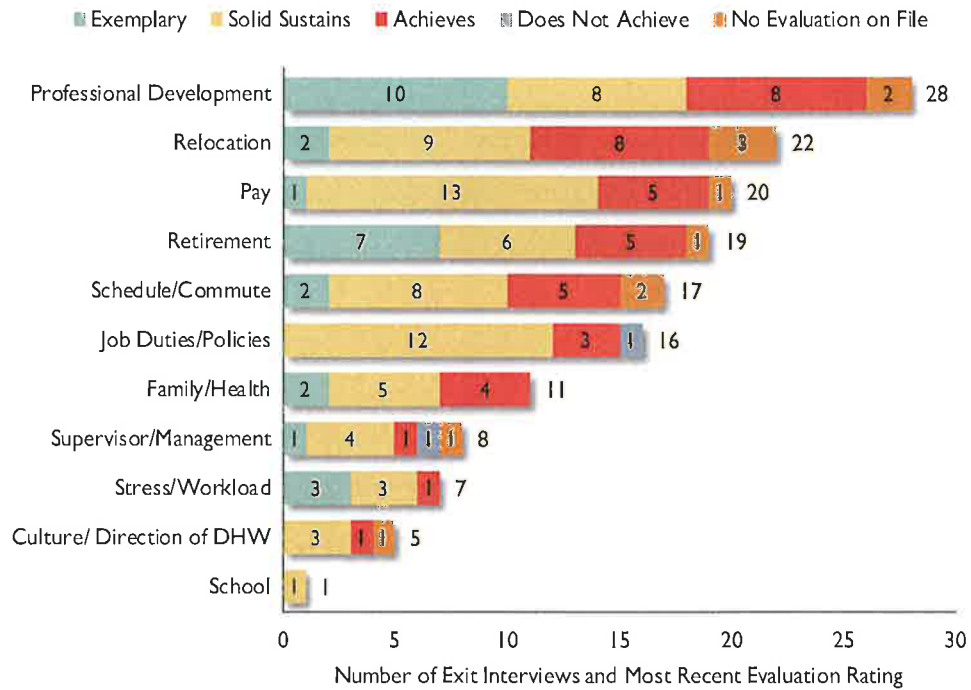
	Central Office	Region							SHN	SHS	SWITC	TOTAL
		1	2	3	4	5	6	7				
Behavioral Health		1	2	4			1	7				15
Director's Office												0
FACS	3	5	2	6	2	2		3				23
L&C	3											3
Medicaid	2		1		2	1		2				8
Public Health	6											6
SHN									11			11
SHS										18		18
Support Services	10									1		11
SWITC											5	5
Welfare	3	8	4	2	19	2	2	14				54
TOTAL	27	14	9	12	23	5	3	26	11	19	5	154

Exit Interviews Conducted – CSS Hours, Age, and Primary Factors

	Professional Development	Relocation	Pay	Retirement	Schedule/Commute	Job Duties/Policies	Family/Health	Supervisor/Management	Stress/Workload	Culture/ Direction of DHW	School	TOTAL
Ages 18-25	2	3			1	2	1					9
0-10 CSS Years	2	3			1	2	1					9
Ages 26-35	12	6	5		5	7	6	2		2		45
0-10 CSS Years	12	6	5		5	7	6	2		2		45
Ages 36-45	8	8	8		6	5		1	1	2		39
0-10 CSS Years	6	8	7		6	5		1	1	1		35
10-20 CSS Years	2		1							1		4
Ages 46-55	5	3	6		4	1	1	1	4			25
0-10 CSS Years	2	3	4		4	1	1	1	4			20
10-20 CSS Years	2		2									4
20-30 CSS Years	1											1
Ages 56-65	1	2	1	15	1	1	3	3	2	1	1	31
0-10 CSS Years		1	1	3	1		1	2	1		1	11
10-20 CSS Years		1		3		1	1					6
20-30 CSS Years				5				1	1	1		8
30-40 CSS Years	1			4								5
40+ CSS Years							1					1
Ages 66+				4				1				5
0-10 CSS Years								1				1
10-20 CSS Years				2								2
20-30 CSS Years				1								1
30-40 CSS Years				1								1
TOTAL	28	22	20	19	17	16	11	8	7	5	1	154

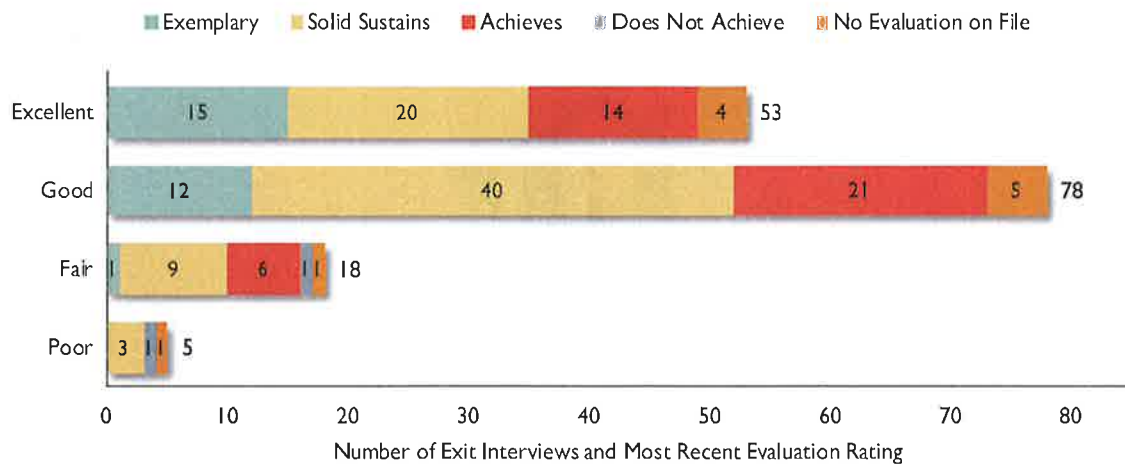
Exit Interviews Conducted – Primary Factors and Performance Ratings

Primary Factor and Most Recent Evaluation Rating



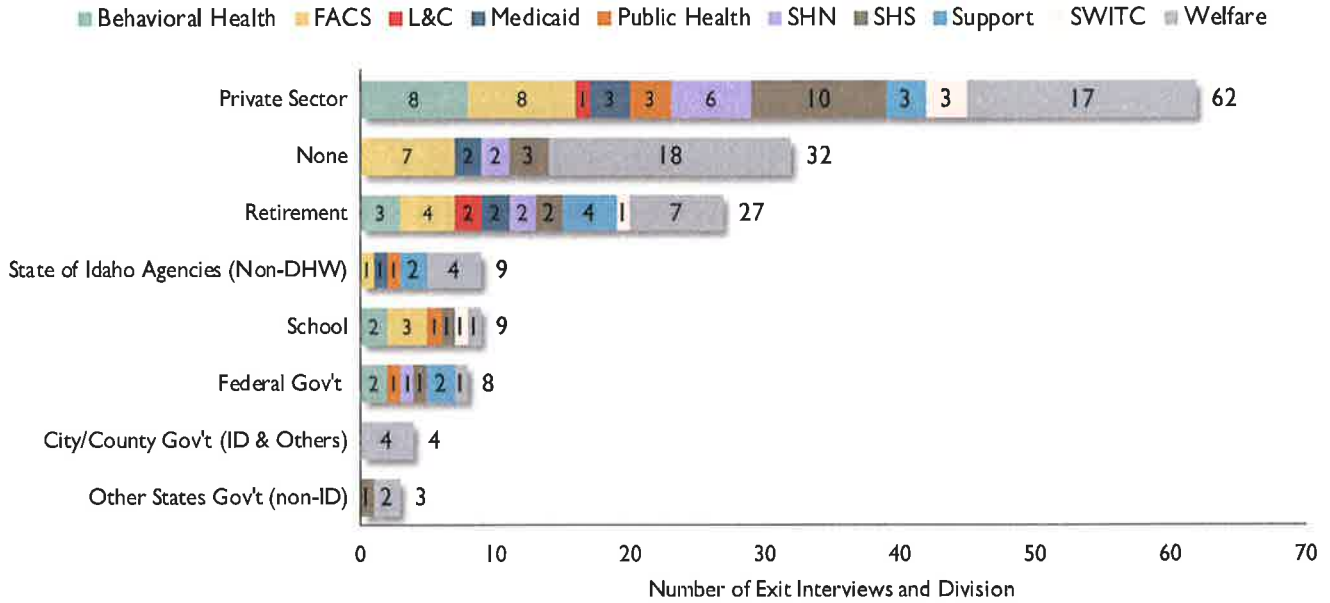
Overall Experience Rating Compared to Most Recent Evaluation Rating

Overall Experience Compared to Most Recent Evaluation Rating



Exit Interviews: New Employers by Division

Exit Interviews Conducted: New Employer Type



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