# Entry Form
## 2018 Annual Awards for Program Excellence

**Entry Deadline: Friday, June 15, 2018, Midnight ET**

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

**Entry Title:** Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

Paperless in Human Resources

**Category:** Management Innovation

**Subcategory:** Human Resources

**Entry Summary:** A 15-word (max) summary of the program, project, or practice you are entering.

IHFA's innovative solution to change our human resources processes from paper-heavy to paperless.

**HFA:** Idaho Housing and Finance Association

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**Visual Aids:**
Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? ☐ Yes ☑ No

**Payment:**
☐ My HFA is mailing a check to NCSHA.
☑ My HFA is emailing the credit card authorization form to awards@ncsha.org.

**OUR CHALLENGE**
Idaho Housing and Finance Association is a highly technical and sophisticated organization that serves diverse audiences in every corner of our state and several other states that we provide servicing for. In addition to staff scattered among five offices throughout the state, we are also a master servicer of single-family mortgages for sister HFAs in other states. Our organization has received the "Top 10 Best Places to Work in Idaho" award for nine consecutive years.

Like most HFAs with a rapidly growing workforce and a small Human Resources staff, we needed to get creative with how to make what is normally a paper-heavy department more streamlined. We went from pushing piles of paper to automated paperless processes that take advantage of electronic signatures, electronic workflows, automatic archiving, and electronic document retrieval.

**OUR INNOVATIVE SOLUTION**
Human Resources functions require a variety of forms. Complicating matters, most of them need multiple levels of approval, especially in the case of payroll. Most processes also require staff members to fill out and sign forms, which are used within the company or by our vendors (e.g. health insurance enrollment, retirement plans, and workers' compensation). To save on postage, time, and paper we explored ways to efficiently manage these mountains of forms. We also needed a way to easily compile employee data, process payroll, and perform statistical analysis.

Like many departments, we already used OnBase for electronic document storage. What we discovered is that by converting all of our forms to OnBase and storing them on our companywide intranet we could turn this simple, widely used program into a powerful tool for digital workflows. The result: A cost-effective, elegant, and accessible solution to a problem that plagues many businesses.

**HOW WE DID IT**
As an example, for open enrollment of benefits we took all the related forms and made them electronically fill-able. Once filled out and electronically signed, the system sends a copy to payroll (which enters our data-collection system for payroll deduction), another copy goes to the insurance carrier, and another copy is sent to the employee's computer. Voila – the enrollment process is complete; with only a "click" on "Enter" on the keyboard.

This paperless workflow is used to process payroll and benefits – from medical, dental, flexible spending account, vision, and retirement. It's also adapted for the hiring process, performance evaluations, salary increases, promotions, on-boarding and off-boarding, and workers' compensation.

Here's an example of how the process works for the normally labor-intensive hiring process.

1) Managers select a position request document from the company intranet when they plan to recruit for a position. Managers list all the job details — title, skills and education necessary, who will train, where they will sit, what date they need the job filled, and what electronic equipment and software is required. Once submitted, the information is routed to HR.

2) HR fills in the salary range and where job will be advertised. This produces an electronic job advertisement that will be submitted to our company website and online recruiting sites. When applicants click a link within the ad they are asked to electronically fill out an application and attach

a resume. The manager requesting the position is sent electronic notifications on each step of the process, such as when advertising is completed to improve the communication between human resources/the recruiter and keeps the manager up to date on progress of the recruitment.

3) Job applications are directed to each department's designated recruiter. Once an application is read by the recruiter, an email is automatically sent to the applicant to let him or her know the application has been received. This eliminates the staff time it takes to answer phone calls from applicants asking if we've received their information. Electronic applications automatically enter into HR's data collection system.

4) If the recruiter decides the applicant is not a fit for the job, a push of a button sends an electronic letter thanking him or her for applying. A variety of form letters are pre-programmed and available depending on the recruiter's needs.

5) If the application is worth further consideration, a push of a button sends it to the manager, who will decide if an interview should take place.

6) If a candidate continues past the initial interview, a push of a button starts a workflow in which background checks are completed. If those are satisfactory, the system pushes out a "personnel action form" (see appendix) that contains the start date, job title, salary and other details necessary for an offer to be made. If the offer is accepted, another push of a button sends this information to the manager to designate a training plan, assign a mentor, and determine the technology needs. This automatically alerts our IT and facilities departments what they will need to do for the new hire — from assigning a phone number and e-mail address to providing permission for software required by the job.

7) Once an applicant accepts the job, the system generates an electronic offer letter with all the pertinent information: salary, job title, supervisor, trainer, date of their first performance review, links to company benefit information, and a link to our employee orientation video. The video explains what the new hire can expect on the first day, what to bring, and what to expect for training. Again, no paper.

8) On the first day, the new hire signs up for benefits online, and signs these electronically. He or she gets an explanation of our company policies and procedures and electronically signs an acknowledgement form that is placed in a digital personnel file that has been generated using the information from the hiring process. (For electronic signatures, we use DocuSign.)

9) After the hire, supervisors get automatic reminders for when to provide feedback, when performance evaluations are due, and when the employee is eligible for a salary increase. The system automatically pushes out employee forms and supervisor reminders. Start dates, benefit eligibility dates, etc., are programmed in, so future deadlines are automatically sent as an alert. HR no longer sends out reminders when employee forms are due from either the supervisor or the employee. The system does it all. Also, the system automatically sends out a new employee feedback form after 90 days of employment. When the new employee submits the form, the completed response is sent to the supervisor and HR to take any action required to ensure success for all our new hires.

10) The system automatically collects EEO data from all submitted electronic applications (e.g. gender, nationality, age, veteran status, and disability) and compiles these statistics into quarterly EEO reports that automatically compiles our Affirmative Action Plan. This used to be a time-intensive process that was done by hand.

11) When a legal signature is required on a contract or a federal form, such as a W-4 or an I-9, we use DocuSign, which fits all the legal requirements of an approved signature. Contracts are sent electronically and the vendor electronically signs and emails it back. We both get a copy of the signed copy, including all necessary signatures. If a notary is required, it is scanned onto the document.

12) All of our payroll and timesheets are done electronically through direct deposit and automated signatures when necessary (authorized signatures for ACH transfers, deposits into retirement plans, payment of benefits billings, timesheet approvals by supervisors, etc.).

The system is programmed with record retention schedules, so archiving information is automatic. Once archived – you can still get to it if you want – or you can program to have it deleted from the system on a certain date and it's taken care of when that time comes.

**SIMPLE TO REPLICATE**
The paperless processes we developed save us time and postage costs — not to mention a lot of trees. The automation has helped us make the best use of our staff because they're able to focus on bigger-picture initiatives rather than routine paperwork.

It's simple for any HFA to replicate. Any form, process, or anything that requires documents or documentation – can be paperless and follow a workflow. The best part is that through programming all processes and deadlines are automated with timelines so no one has to keep track of when something is due. We no longer forward paperwork for signatures or keep paper copies of documents in folders. And, we no longer send out letters. It's all done electronically in a timely fashion. Employees love that they can keep an electronic folder of their paperwork and benefit choices. HR loves that it can easily access any document and quickly and accurately run reports.

All HFAs have scanning equipment and document management programs that they can utilize more fully. It can be integrated with other systems so you don't have to manually update data. Utilize the workflow features and get creative on what processes and forms can be streamlined. Our locking metal filing cabinets have slowly disappeared and our staff time is used much more efficiently.
The electronic workflows can be mimicked in many human resources processes, including payroll updates, exit procedures, FMLA/leave, etc. After our HR department started working on electronic paperwork and workflows, the rest of our company has jumped on board. Many other departments have improved processes using the same ideas, including Accounts Payable, Insurance, Customer Service, Grant Programs, and others. Once the paperless bug comes to your organization, it spreads everywhere!