



2019 Boston

ANNUAL CONFERENCE
& SHOWPLACE

Human Resources Annual Report

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The Challenge

- Typical management questions
 - How many employees did we hire/lose this year?
 - How does our turnover rate compare to other companies?
 - What is the cost to the company for employee benefits?
 - How does my department compare to others in time-off usage?
 - Are people happy here?
 - So on and so on

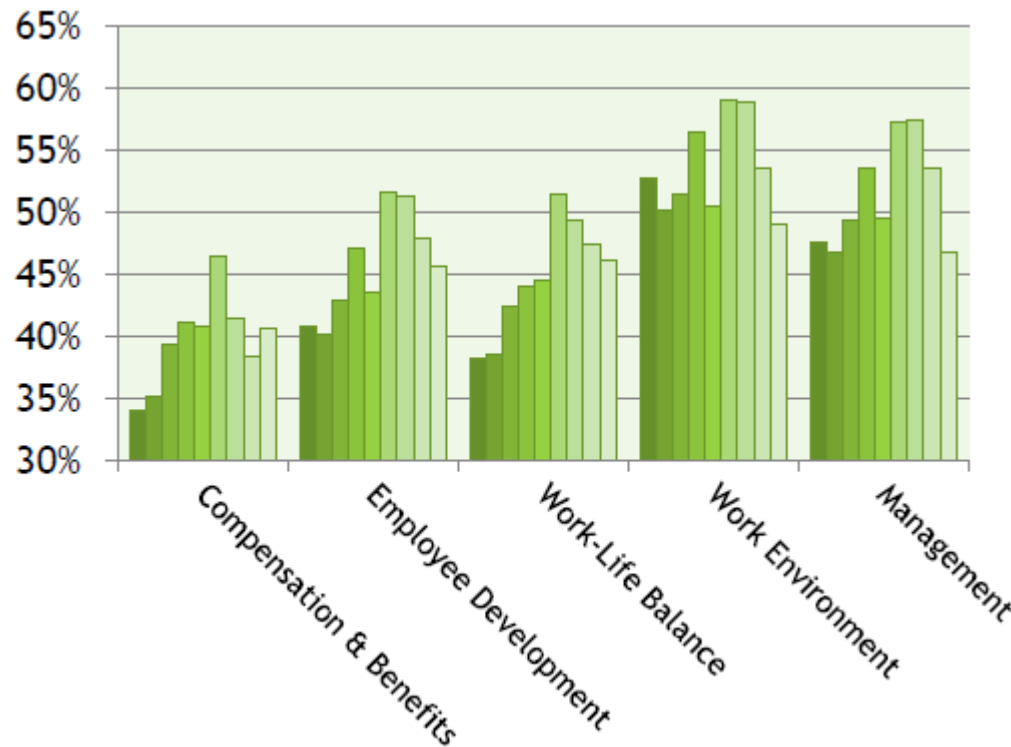
Our Solution

Yearly report for management

- Employee Satisfaction Survey Responses
- Demographics
- Benefits
- Merit Tracking
- Turnover
- Time Off
- Retirement
- Workers Compensation
- Recruitment
- New Hires
- Employee Feedback (New hires and exits)

Employee Satisfaction Survey Responses

- We use an outside survey “Best Places to Work in Idaho”



Demographics

- Data from HRIS system comparing to national statistics

Demographics

	2013	2014	2015	2016	2017	2018	Nat'l. Avg.
Total # IHFA Employees**	179	185	198	215	241	252	N/A
Total # IHFA and THC Employees**	232	241	255	272	296	305	N/A
Average # of IHFA & TCH Temps					15	27	N/A
Average Employee Age	49.8	49	48.8	48.1	47.2	47.8	42.2*
Average Yrs of Service	8y/2m	7y/10m	7y/6m	7y/8m	7y/5m	6y/4m	4y/2m*

Benefits

- Information provided from benefit vendors
 - Premium amounts
 - Total lives enrolled in what
 - Company cost for year
 - Claims costs
 - Utilization



Merit Tracking

- Reports from HRIS system
- Helps managers compare with other departments

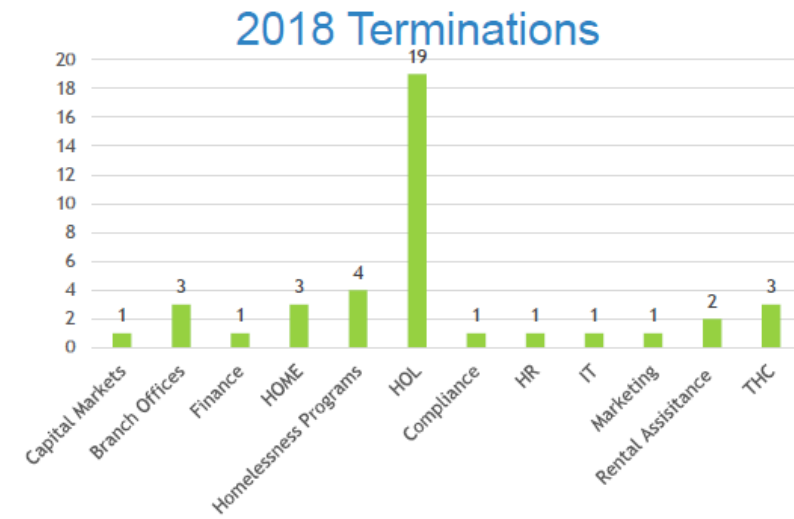
IDAHO HOUSING AND FINANCE ASSOCIATION
2018 MERIT TRACKING SUMMARY
ACTIVE EMPLOYEES AS OF 12/31/18

(3.5% was company-wide approved merit pool for FY'19)

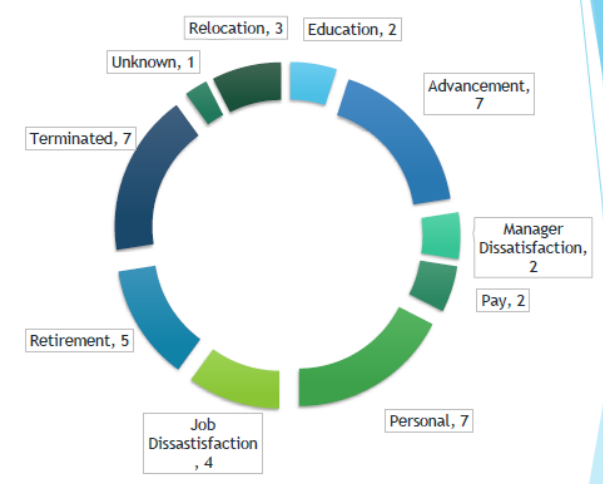
	MERIT %
CAPITAL MARKETS	
PROJECT FINANCE	3.30%
HOME PROGRAMS	3.62%
HOUSING COMPLIANCE	3.82%
PROJECT FINANCE/CAP MARKETS TOTALS	3.58%
COMMUNITY HOUSING	5.00%
RENTAL ASSISTANCE PROGRAMS	3.69%
HIRC	3.50%
FOUNDATION	0.00%
LEWISTON	3.56%
COEUR D'ALENE	2.26%
IDAHO FALLS	3.62%
TWIN FALLS	3.80%
HOMELESS PROGRAMS	4.50%
COMMUNITY HOUSING SERVICES TOTALS	3.32%
FINANCE	3.58%
INFORMATION TECHNOLOGY	3.07%
HUMAN RESOURCES	5.37%
MARKETING & COMMUNICATIONS	4.13%
EXECUTIVE	5.25%
EXECUTIVE TOTALS	4.28%
HOMEOWNERSHIP LENDING TOTAL	3.95%
THE HOUSING COMPANY TOTAL	3.66%
DIVISION TOTALS	
PROJECT FINANCE/CAPITAL MARKETS	3.58%
COMMUNITY HOUSING SERVICES	3.32%
EXECUTIVE	4.28%
HOMEOWNERSHIP LENDING	3.95%
THE HOUSING COMPANY	3.66%
ASSOCIATION AVERAGE	3.76%

Turnover

- Company/ departmental comparison
- Listing of employees & jobs terminated through the year
- Reasons for leaving
- Year-over-year comparison



IHFA Reasons For Leaving



Time Off

- Time off utilization
- National Averages
- Summaries and detail by department

Vacation/Sick Leave Utilization

	IHFA	National Average
Average # of Sick Days Taken Per Employee	6.0	8
Average # of Vacation Days Taken Per Employee	10.42	8

Vacation/Sick Leave Summary

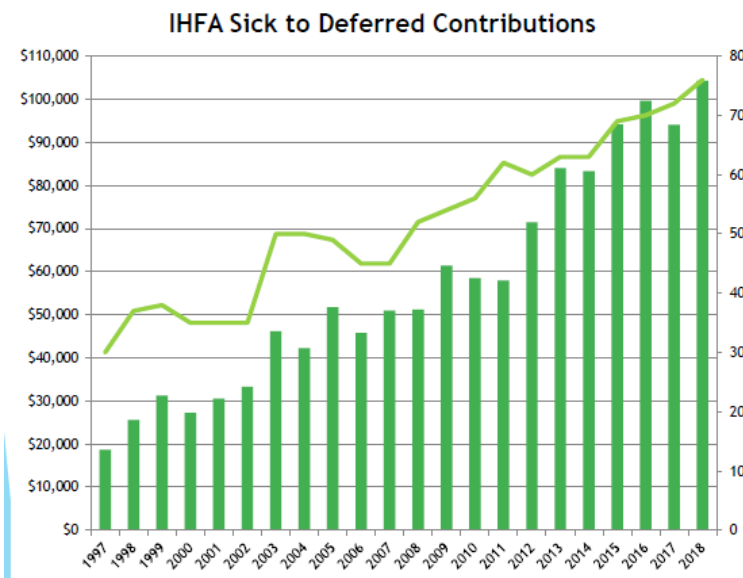
Division	Number of Employees	2018 Sick Hours Taken	# of Sick Days	Average # of Days	2018 Vacation Hours Taken	# of Vacation Days	Average # of Days	Total # of Sick & Vacation Days
Finance/Treasury	37	1215.6	152.0	4.26	3969.0	496.1	13.44	5184.4
Homeownership Lending	139	6449.1	806.1	5.8	9988.6	1248.6	9.0	16437.7
Community Housing Svcs	82	4799.4	600.15	7.3	7870.2	983.7	11.9	12670.5
Executive	16	718.25	89.8	5.2	1215.25	151.9	10.1	1933.5
The Housing Company	18	744.0	93.0	5.2	1288.5	161.1	8.9	2032.5
TOTALS	292	13926.3	1740.8	6.0	24331.6	3041.4	10.42	38258.7

Retirement

- Balances and numbers of participants
 - Pension and Deferred Comp
- Year over year comparison
- Sick to Deferred benefit

Pension Trust Account

- 2018 Ending Balance = \$12,343,418.44
- Vested Balance = \$12,067,782.99
- 218 active participants, 99 fully vested



Workers Compensation

- Experience history
- Claims history
 - Historical data

EXPERIENCE HISTORY*

	IHFA	THC
2013	.99	.87
2014	.99	.68
2015	.72	.77
2016	.73	.78
2017	.72	.76
2018	.71	.67

Recruitment

- Unemployment trends
- Average costs
- Number of applicants / interviews
- Days to fill
- Referral sources
- EEO Information

National Unemployment Rates

Year	Unemployment Rate (on 12/31 of year)
2018	3.9
2017	4.1
2016	4.7
2015	5.0
2014	5.6
2013	6.7
2012	7.9
2011	8.5
2010	9.3
2009	9.9

NEW EMPLOYEE REFERRAL SOURCE

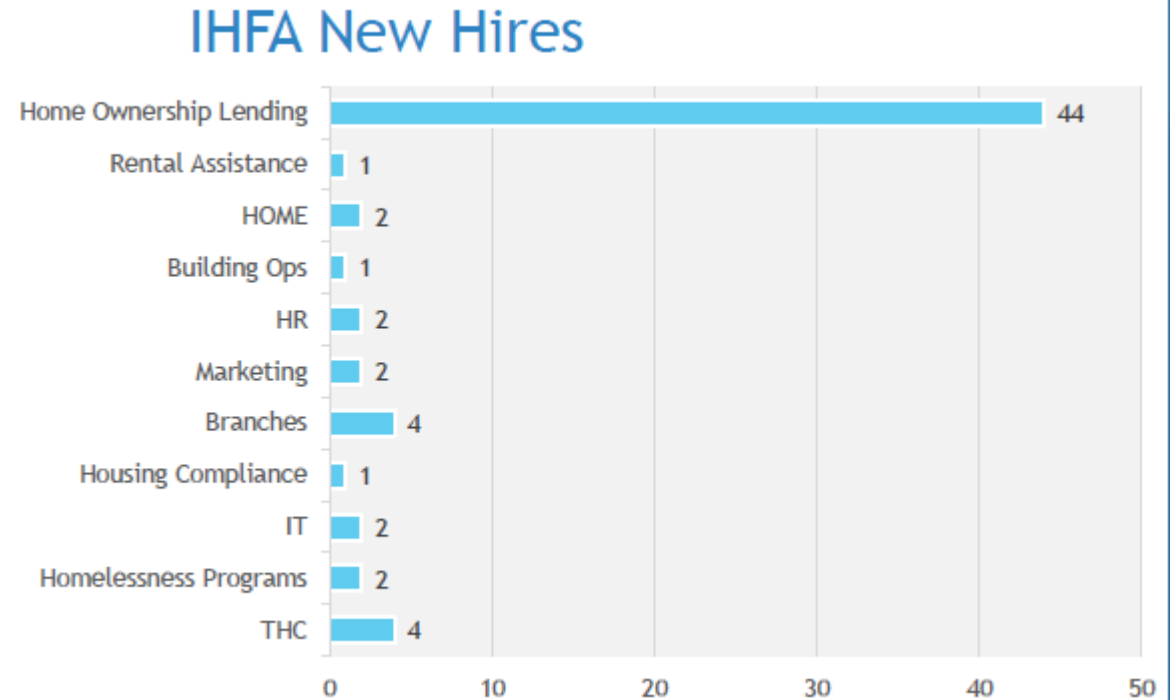
Referral Source	Number	Percent
Employee	19	29.23%
Indeed.com	15	23.08%
Unknown	9	13.85%
Temp Agency	9	13.85%
IHFA Website	8	12.31%
Dept of Labor	3	4.62%
Careerbuilder	1	1.54%
Craigslist	1	1.54%
Total	65	

APPLICATIONS

Year	Number of Applications	Increase/Decrease	
2012	754		
2013	576	-178	-24%
2014	1356	+780	+135%
2015	1240	-116	-9%
2016	1500	+260	+21%
2017	1869	+369	+25%
2018*	3572	+1703	+91%

New Hire Detail

- Departmental comparisons



New Employee Feedback

- After 90 days, employees receive a survey
 - Are you receiving adequate job training?
 - How is the pace of the training?
 - What additional training would benefit you?
 - Are you receiving clear, concise feedback on how you are performing?
 - Is this position what you expected it to be?
 - Etc.

NEW EMPLOYEE FEEDBACK



Exit Interview Feedback

- Upon termination, HR completes an exit interview with exiting employees
- We share feedback from each exit interview with managers individually
- We look for trends, so we can re-group if needed.
- All managers receive the answers to “How could this company be a better place to work?”



You can do it, too!

- Use HR data from required reporting
- Run additional reports
- Compile information