

Human Resources Data Analysis for Management

Idaho Housing and Finance Association

Management Innovation: Human Resources

HFA Staff Contact

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OUR CHALLENGE

Idaho Housing and Finance Association (IHFA) is a highly technical and sophisticated organization that serves diverse audiences in every corner of our state. Our organization has received the “Top 10 Best Places to Work in Idaho” award for multiple years. In addition to staff scattered among six offices throughout Idaho, IHFA is also a master servicer of single-family mortgages for six other sister HFAs across the country.

Managers typically don’t have data readily accessible to analyze areas such as recruitment, benefits, time off, and compensation, nor do they know how that compares to the marketplace. Idaho Housing developed a statistical report that is handed out to our management team each year to help them determine yearly strategies and development for their employees. The report helps managers understand how their staff compares to other departments as well as the general labor force.

OUR INNOVATIVE SOLUTION

Human Resources routinely collects data and creates a number of reports throughout the year. We use that data to help our management team understand the people side of the organization. The reports look at areas of employee survey responses, demographics, benefits, merit tracking, turnover, time off, retirement, worker’s compensation, recruitment, new hires, and new hire and exit interview feedback.

MANAGEMENT OPPORTUNITY AND AGENCY IMPROVEMENTS

The HR report helps management develop efficiencies for their individual department and make strategic decisions to improve the direction of the company. The data analysis helps management determine a variety of things they can do to improve the direction of their department. The analysis also helps identify weaknesses in processes, training, leadership, and the corporate culture.

HOW WE DID IT

Our HR department created the following categories for our management report after a year of research into what we believe our team would find the most beneficial.

1. **Employee Satisfaction Survey Responses:** The responses allow us to see year-to-year what categories score the highest and lowest, which helps our managers determine areas they should focus on for the next year(s). Categories include compensation and benefits, employee development, work-life balance, and management. The survey also shows how we compare with other top-performing companies throughout our state.
2. **Demographics:** This shows a historical perspective of employee headcount (i.e., how we have grown in the last five years), it shows the average age of our staff, how it has changed, and the average tenure of our employees. Our stats are compared with the national averages to determine how we compare to the national labor force.
3. **Benefits:** Gives an overall view of premiums from past years, the number of employees who use our health insurance, as well as claims. Our Employee Assistance Program (EAP) is included to show how many employees, including dependents who are using the program. Our EAP provides information to our managers on topics, our employees may be struggling with, which helps create talking points and alleviate any pressing issues our employees or their families may be facing. Confidentiality is of the utmost importance and no personal information is shown.

4. **Merit Tracking:** A tool that’s used to show the average pay increase for each staff member and department. IHFA sets a budget each year and the Merit Tracker looks at how each department compares to others within the company. The tracking allows our company’s vice presidents to see if their departments were over or under their annual budget. The merit tracking ensures our company works within the confines of its annual budget and shows which departments may be overspending or underspending.
5. **Turnover:** Provides details of all terminations within each department, including why staff decided to leave the company. The data allows managers to identify trends and track our turnover rate to that of other companies across the United States. The data helps us see turnover trends within the housing and finance industry and allows us to take the necessary steps to ensure our employees are staying with the company. The report breaks down turnover by department, which helps determine if we’re seeing a high volume of turnover in one particular department or if it’s a companywide issue.
6. **Time Off:** This is a valuable tool showing management the consistency of time-off within the company. Allows managers to see how their staffs use of time off compares with other departments within the company as well that of the national average. We recognize that some departments are larger than others, which is why we use a “weighted average” in our reporting. Any employee who may be put on long-term or short-term disability is not included in this analysis to ensure accurate time off and sick time within each department.
7. **Retirement:** IHFA has a unique benefit that allows employees to roll over sick time into their retirement after reaching a cap amount. This data shows a historical perspective of how many of our staff received a payout of sick time into their retirement. We also provide an overview of the total balances in both our retirement accounts.
8. **Worker’s Compensation:** This data looks at our claims and our experience rating of work-related claims. It helps management see our losses compared to our expected losses. It shows us what our experience rating currently is and how that compares to what it should be for a company of our size. A company of our size should have an experience rating less than 1.0, meaning our claims aren’t costing more than our premiums. If we see we have a rating over 1.0, it allows us to take the needed steps to decrease our experience rating. There is also a claims history graph that shows a 5-year historical perspective of number of claims, number of lost work days caused by a work related injury or illness, and the total costs incurred each year because of work related injuries. This helps us benchmark where we are, where we have been, and where we should be.
9. **Recruitment:** We first look at the unemployment trends to see what is happening in both our local and national labor markets. It allows managers not only to understand the availability of candidates, but also the speed of the hiring process. The data allows us to see our vacancies, recruitment speed, the cost to place job advertisements in different mediums, and the number of days it took to fill each vacancy. The analysis helps us understand if we need to speed up our recruitment process, change our recruitment strategies or focus our attention elsewhere to find the right candidates for our company. For example, the 2018 report showed us most new hires

came from a current employee’s reference, a consistent trend for many years. It allows us to reward those efforts, which in turn generates more interest from our current employees. The recruitment analysis also shows us what recruitment sites give us the best bang for our buck and can help us determine if we should allocate our resources to other recruitment sites.

- 10. New Hire Detail:** Lists all new employees hired during the past year and the breakdown by department. Helps managers see the overall growth of their departments and company. IHFA has seen a lot of growth over the past five years. As we continue to grow, this helps management see the impact of the additional staff and understand the additional costs of labor when we increase our business model and services.
- 11. New Employee Feedback:** After 90 days of employment with IHFA, all new employees are asked questions about their job training, any resources they may need, and if they’re receiving the right amount of feedback and support. This individual feedback helps IHFA’s managers identify any issues or concerns in a new employee’s tenure and allows any manager to make the appropriate adjustments in a timely manner. The new hire will then sit down for a one-on-one meeting with their manager to address any issues identified and devise an action plan if needed. We post all the answers from our new employees in this year-end report to help management identify trends or issues that require management intervention and can make corrections to our processes, if needed.
- 12. Exit Interview Feedback:** An employee who exits our company is asked to participate in an exit interview with a member of our Human Resources staff. The employee is asked questions about what they liked and disliked about the company, benefits, training, tools, supervisor’s performance, and any areas of improvement they believe will make IHFA a better place to work. The manager or supervisor has a chance to respond to the feedback and the feedback is then sent to upper management. We look for consistencies in the feedback to determine if there are any needs that should be addressed. This feedback gives managers the opportunity to improve processes, training, and any other feedback that is provided.

EASY TO REPLICATE

Human Resources constantly has reporting that must be completed. Starting with the reports that are already in your HR department, any HFA can combine the data and information into a report to share with management. The reporting is already being done, so there’s no additional manpower needed to create a picture of the people-side of the organization to help make better organizational and strategic decisions.



**Idaho Housing
and Finance**
Association

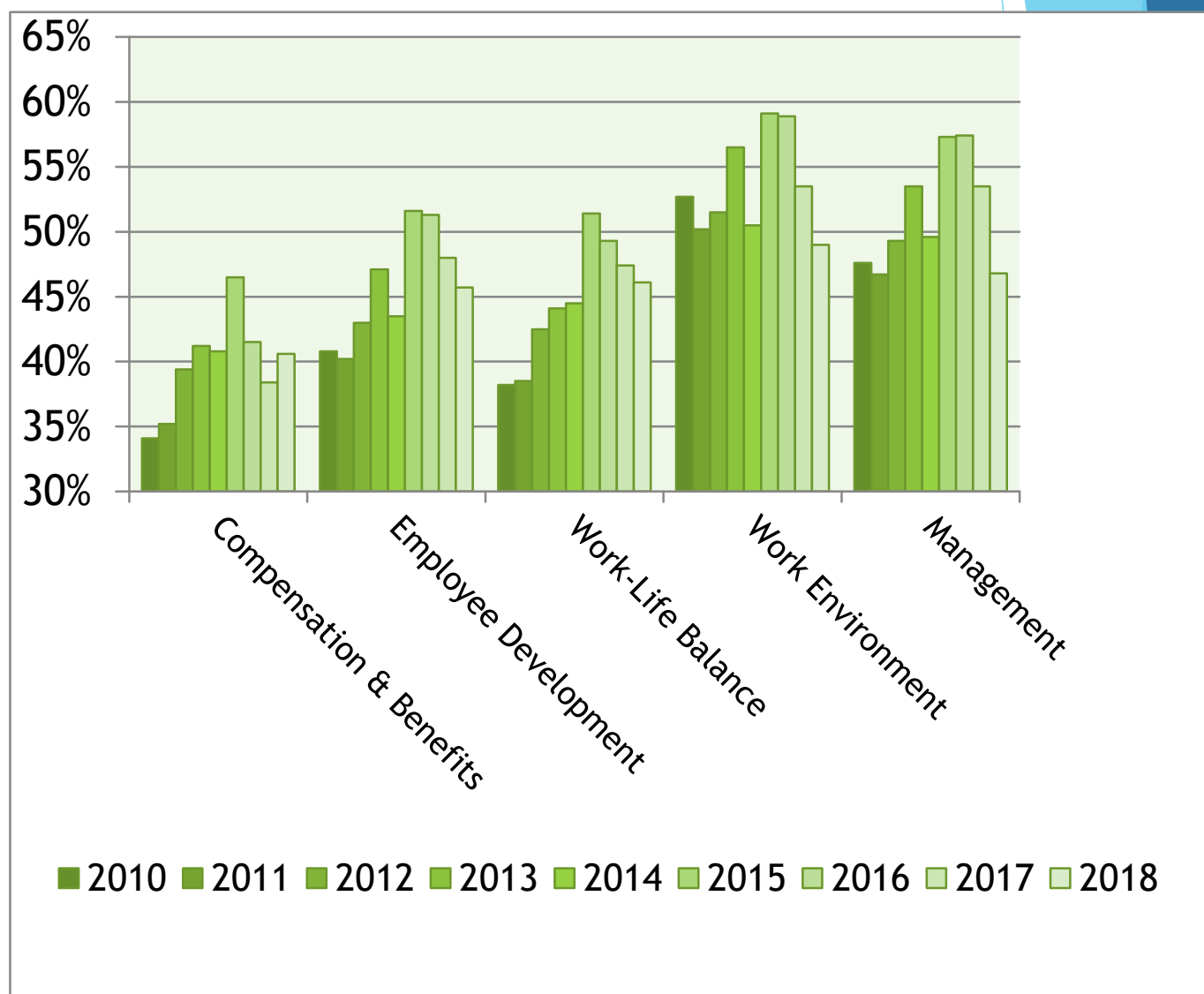
2018 HUMAN RESOURCES ANNUAL REPORT

Confidential

Best Places to Work in Idaho



Employee Survey Responses



Best Places to Work in Idaho

Employee Participation Rates



Year	Ranking	Vulnerabilities Identified	Completed Surveys
2011	5	None	84%
2012	6	Employee Growth and Development, Work Environment	77%
2013	5	Work-Life Balance	67%
2014	10	Employee Growth and Development, Work-Life Balance, Work Environment, Company Management	73%
2015	9	None	75%
2016	HM	None	75%
2017	10	Compensation and Benefits, Employee Growth and Development, Work-Life Balance, Work Environment, Company Management	69%
2018	6	Employee Growth and Development, Work-Life Balance, Work Environment, Company Management	68%

Best Places to Work in Idaho

Results by Category



Dimension	IHFA Results 2018	Participating Companies Average	Top Performing Companies Average
Compensation and Benefits	40.6	37.5	52.9
Employee Growth and Development	45.7	49.8	63.3
Work-Life Balance	46.1	49.1	63.3
Work Environment	49	54.9	70.1
Company Management	46.8	54.7	70.6

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*

*Bureau of Labor Statistics

**Includes vacancies

BENEFITS



Blue Cross Premium Rates

	Employee Only	Employee + spouse	Employee + Child	Employee + 2 or more children	Employee + family
Percentage paid by company	83%	72%	72%	71%	71%
Enrollees (12/31/18)	114	31	26	16	33
Premium / employee	\$692.13	\$1,373.09	\$842.00	\$1,310.68	\$1,922.85

- Total enrollees (12/31/18): 220
- IHFA paid \$2,585,329 in 2018 for medical benefits for employees
- Total medical & drug claims Blue Cross paid in 2018 was \$1,595,397
- Average per employee claim \$636.88

Delta Dental Premium Rates

	Employee only	Employee + 1	Employee + family
Percentage paid by company	83%	72%	71%
Enrollees	110	58	58
Premium / employee	\$42.96	\$85.66	\$128.57

- Total enrollees (12/31/18): 226
- IHFA paid \$191,360 in 2018 for dental benefits for employees
- Total claims Delta Dental paid in 2018 was \$132,091
- Average per employee claim \$52.09

ComPsych

Employee Assistance Program

- Utilization is 85.33% overall (ComPsych's book of business average utilization is 20%)
- 81% of utilization was from employees, remainder from dependents
- EAP, FamilySource, FinancialConnect, LegalConnect
- Primary Issues:
 - Bereavement (23%)
 - Partner/Relationship (14%)
 - Anxiety (11%)
 - Depression (9%)
 - Family (9%)
 - Stress (6%)
 - Medical (3%)
 - Occupational – Interpersonal (3%)
 - Substance Use (3%)



MERIT TRACKING



**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)

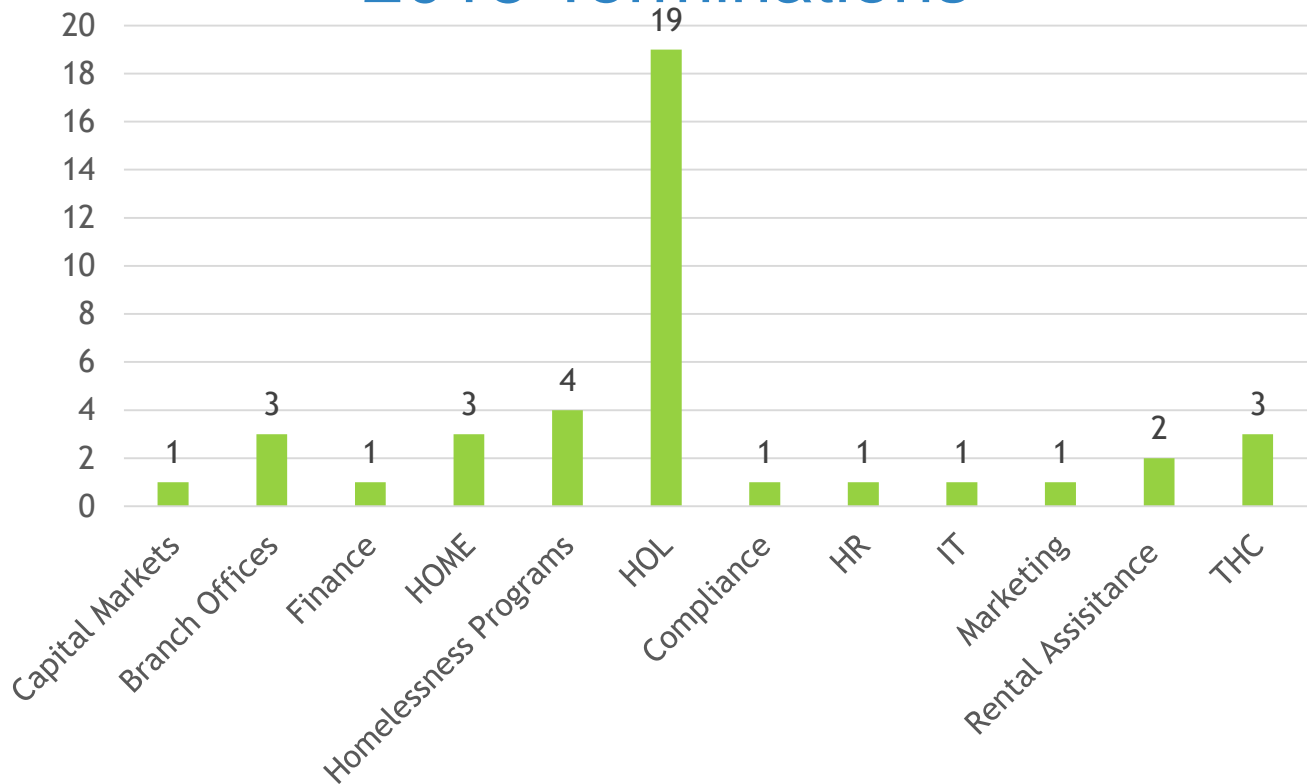
	MERIT %
CAPITAL MARKETS	
PROJECT FINANCE	3.30%
HOME PROGRAMS	3.62%
HOUSING COMPLIANCE	3.82%
PROJECT FINANCE/CAP MARKETS TOTALS	3.58%
COMMUNITY HOUSING	5.00%
RENTAL ASSISTANCE PROGRAMS	3.69%
HIRC	3.50%
FOUNDATION	0.00%
LEWISTON	3.56%
COEUR D'ALENE	2.26%
IDAHO FALLS	3.62%
TWIN FALLS	3.80%
HOMELESS PROGRAMS	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%

*VPs and Managers are in the department totals above

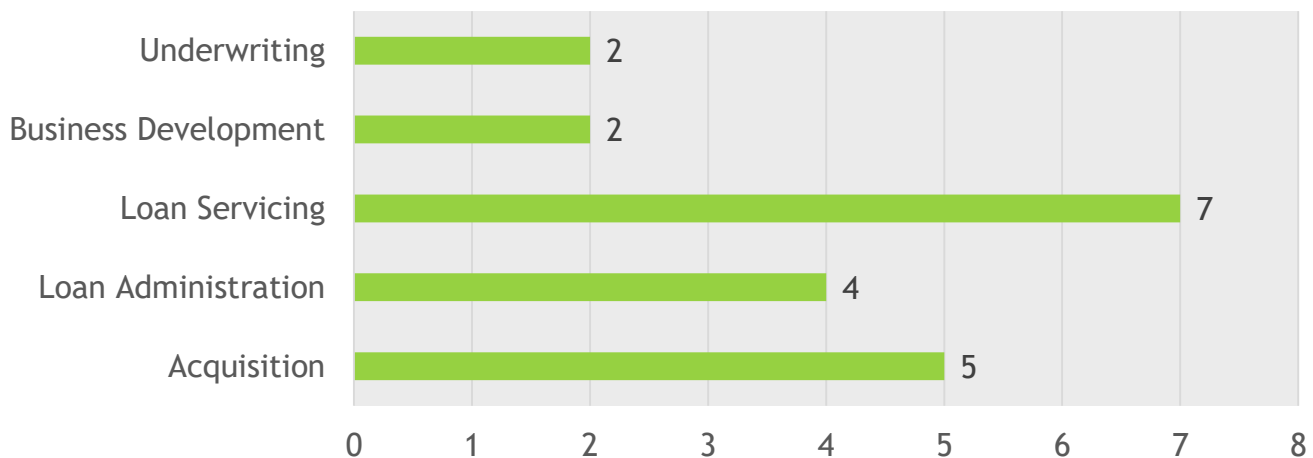
2018 TURNOVER REPORT



2018 Terminations



HOL Terminations



2018 Terminations

Department	Employee Name	Termination Reason	Position	Salary Grade	Termination Date
Capital Markets	XXX	Relocation	Dir of Capital Markets	D1	09/21/2018
Coeur d'Alene	XXX	Personal	Housing Specialist I	B1	10/26/2018
Finance	XXX	Relocation	Investment Reporting Offc	C2	09/07/2018
Home Programs	XXX	Personal	Home Loan Assistant	B1	04/13/2018
	XXX	Education	Home Loan Assistant	B1	01/05/2018
	XXX	Normal Retirement	HOME MF Prog Coord	B3	03/30/2018
Homelessness Programs	XXX	Advancement	Sr Special Needs Coordn	B3	12/07/2018
	XXX	Personal	Special Needs Grant Coord	B2	09/20/2018
	XXX	Manager Dissatisfaction	Special Needs Grant Coord	B2	04/04/2018
	XXX	Terminated	HMIS Security and Compliance Coordinator	B3	01/05/2018
Homeownership Lending	XXX	Pay	Business Dev Specialist I	B3	07/05/2018
	XXX	Unknown	CSR I	B1	09/28/2018
	XXX	Normal Retirement	Business Dev Officer	C2	05/01/2018
	XXX	Relocation	CSR I	B1	06/03/2018
	XXX	Terminated	Quality Assurance Spec	B1	10/01/2018
	XXX	Normal Retirement	Quality Assurance Officer	B3	12/05/2018
	XXX	Terminated	Loan Shipping Specialist	B2	04/09/2018

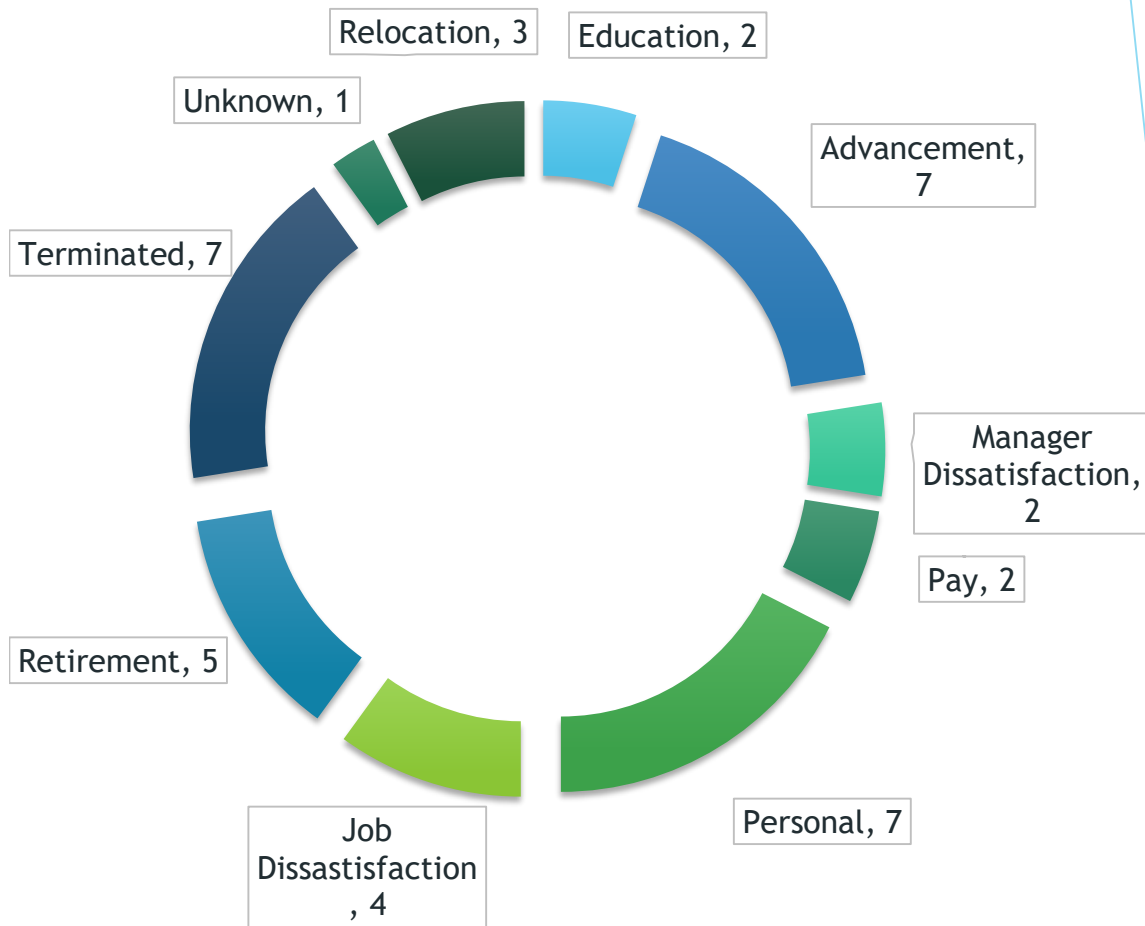
2018 Terminations Cont'd

Department	Employee Name	Termination Reason	Position	Salary Grade	Termination Date
Homeownership Lending Cont.	XXX	Normal Retirement	Loan Underwriting Supervisor	C2	10/01/2018
	XXX	Education	Counselor/CSR II	B2	12/21/2018
	XXX	Terminated	Loan Shipping Specialist	B2	06/15/2018
	XXX	Personal	CSR I	B1	10/31/2018
	XXX	Personal	CSR I	B1	08/03/2018
	XXX	Working Conditions	Loan Processor/Closing Coordinator	B2	06/07/2018
	XXX	Terminated	CSR I	B1	03/20/2018
	XXX	Job Dissatisfaction	Counselor/CSR I	B1	10/23/2018
	XXX	Terminated	Loan Acquisition Specialt	B2	09/14/2018
	XXX	Terminated	CSR I	B1	06/15/2018
	XXX	Job Dissatisfaction	CSR I	B1	01/23/2018
	XXX	Pay	Loan Acquisition Specialt	B2	03/23/2018
Housing Compliance	XXX	Advancement	Housing Compliance Audit	B3	07/20/2018
Human Resources	XXX	Medical	Payroll & Systems Support	B4	05/17/2018
Information Technology	XXX	Advancement	ETL Developer	C2	08/10/2018
Marketing and Communication	XXX	Advancement	Dir of Marketing & Comm	C3	07/09/2018

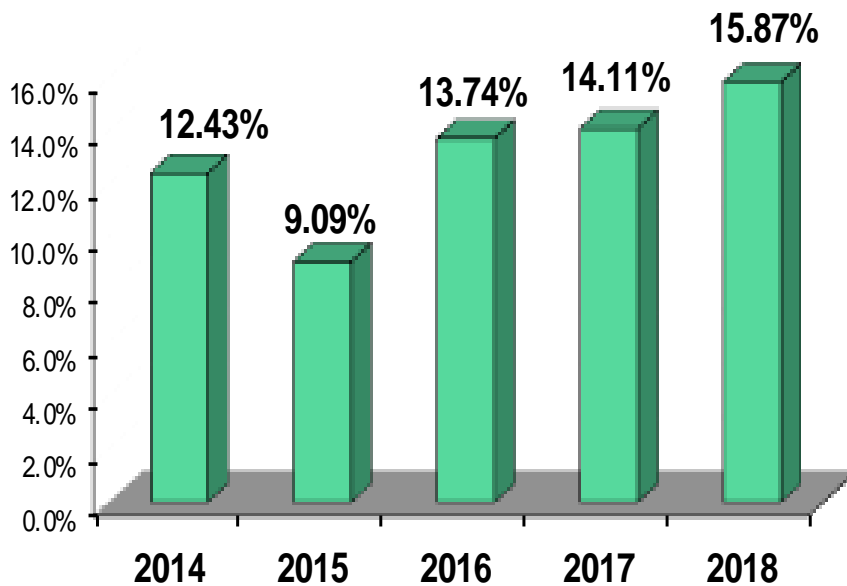
2018 Terminations Cont'd

Department	Employee Name	Termination Reason	Position	Salary Grade	Termination Date
Rental Asst. Prog & Housing Serv	XXX	Advancement	Sec 8 Coordinator	B3	07/06/2018
	XXX	Normal Retirement	Housing Support Programs Asst	B1	06/01/2018
The Housing Company	XXX	Advancement	Mgr Regional Property	B4	02/09/2018
	XXX	Advancement	AP Clerk -THC	A3	11/07/2018
	XXX	Personal	Occupancy Specialist II -THC	B2	08/27/2018
Twin Falls	XXX	Terminated	Housing Program Asstant	B1	07/27/2018
	XXX	Manager Dissatisfaction	Housing Specialist II	B2	03/06/2018

IHFA Reasons For Leaving



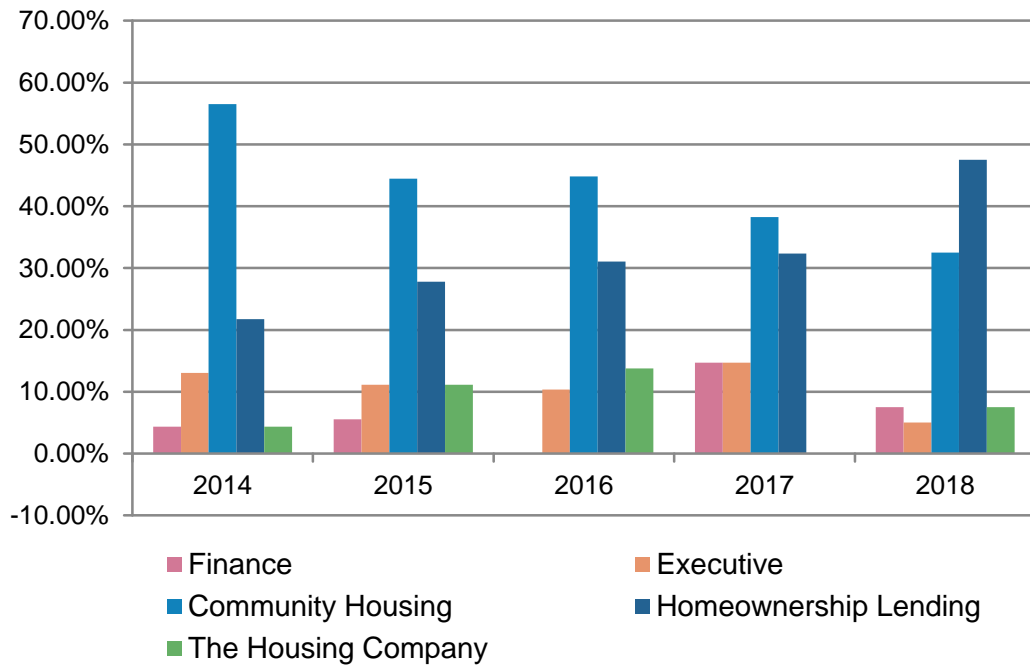
Turnover Rate By Year



Desirable Turnover Ratio for Companies – 10%

Source: SHRM (Society for Human Resource Management)

Terminations By Division (weighted)



*Weighted Average Computed by:

$$\frac{(\text{Number of Employees in Division})}{(\text{Total Association Terminations})} \times \% \text{ Division Turnover}$$

VACATION/SICK LEAVE



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

Source:
Wiki Answers
Hotwire
SHRM – HR Knowledge Center
US Department of Labor

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

Finance/Treasury Division (Capital Markets, Project Finance, Finance, Building Operations, Information Technology)

Homeownership Lending Division

Community Housing Division (CDA, Foundation, HOME Programs, Homeless Programs, Housing Compliance, Housing Services, HIRC, IF, Kellogg, Lewiston, LRPH, Rental Assistance, TF)

Executive Division (Executive, Human Resources, Marketing and Communications)

Vacation/Sick Leave Detail

Division/Dept	Number of Employees who used leave	2018 Sick Hours Taken	# of Sick Days	Avg # of Sick Days	2018 Vacation Hours Taken	# of Vacation Days	Avg # of Vacation Days	Total # of Sick & Vac Days
Finance								
Capital Markets	2	56.0	7.0	3.5	192.0	24.0	12.0	248.0
Finance	10	449.3	56.2	5.6	1116.75	139.6	14.0	1566.0
Info Technology	15	333.0	41.6	2.8	1516.0	189.5	12.6	1849.0
Building Ops	5	252.5	31.6	6.3	348.0	43.5	8.7	600.5
Project Finance	5	124.75	15.6	3.1	796.25	99.5	19.9	921.0
Executive								
Executive	2	52.0	6.5	3.25	200.0	25.0	12.5	252.0
Human Resources	8	318.25	39.8	5.0	635.75	79.5	9.9	954.0
Marketing and Communications	6	348.0	43.5	7.25	379.5	47.4	7.9	727.5
Community Hsg. Svcs								
Community Hsg/Foundation	3	120.0	15.0	5.0	516.0	64.5	21.5	636.0
Rental Assistance	7	430.0	53.75	7.7	664.0	83.0	11.6	1094.0
Coeur d'Alene	9	441.0	55.1	6.1	920.5	115.1	4.8	1361.5
Idaho Falls	13	573.25	71.7	5.5	1627.25	203.4	15.6	2200.5
Twin Falls	10	686.75	85.8	8.6	550.5	68.8	6.9	1237.3
Lewiston	8	723.0	90.4	11.3	1217.75	152.2	19.0	1940.8
Homelessness Programs	11	501.2	62.7	5.7	807.4	100.9	9.2	1308.6
HOME Programs	12	750.	93.9	7.8	866.6	108.3	9.0	1617.5
Housing Compliance	9	574.2	71.8	8.0	700.2	87.5	9.7	1274.3
Homeownership Lending								
	139	6449.1	806.1	5.8	9988.6	1248.6	9.0	16437.7
The Housing Co.								
	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



Nationwide Retirement Solutions

- 2018 Ending Balance = \$13,549,229.35
- 259 Participants



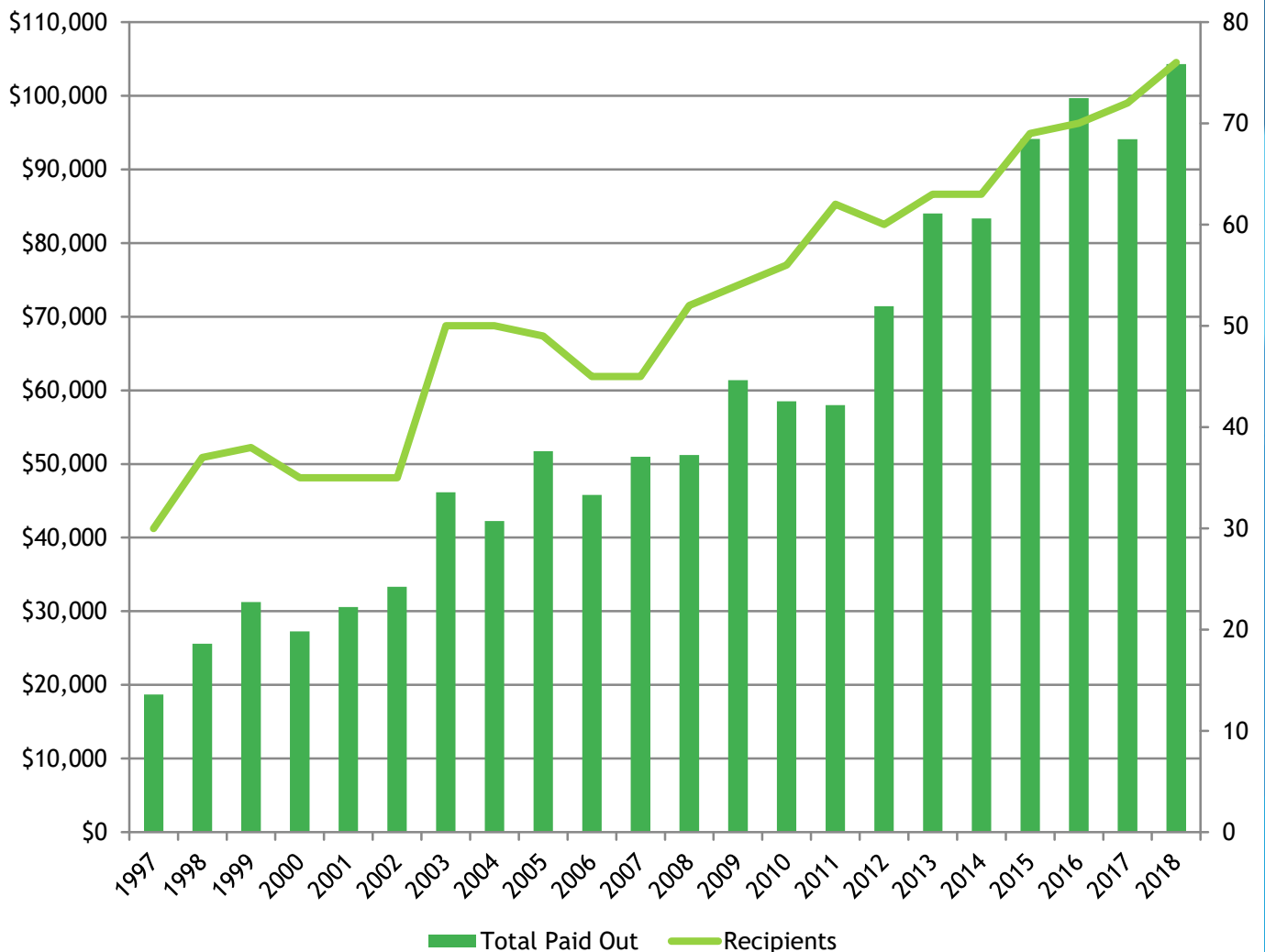
Pension Trust Account

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

SICK-TO-DEFERRED COMP

Year	# of Recipients	Amount Received
2016	70	\$99,675
2017	72	\$101,896
2018	76	\$104,281

IHFA Sick to Deferred Contributions



WORKER'S COMPENSATION



EXPERIENCE MODIFICATION

An experience modification is determined by measuring the actual losses against the expected losses of an employer based on the employer's size and type of work.

If the experience modification is higher than 1.00, then past losses have been greater than expected.

If the experience modification is lower than 1.00, past losses have been lower than expected.

EXPERIENCE HISTORY*

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

*Experience greater than 1.0 means losses greater than expected for the type of work performed

CLAIMS HISTORY

IHFA	2013	2014	2015	2016	2017	2018
Number of Claims *	3	3	1	2	3	4
Number of Cases	3	3	1	2	2	4
Number of Days Restricted	0	0	0	0	0	0
Number of Days Missed	0	0	0	0	8	4
Total Costs**	\$1,480.00	\$1,955.15	\$177.20	\$538.30	\$10,235.18	\$3,372.57

THC	2013	2014	2015	2016	2017	2018
Number of Claims *	1	1	2	4	7	6
Number of Cases	1	1	2	4	4	6
Number of Days Restricted	0	0	0	0	0	55
Number of Days Missed	4.5	0	0	7.5	2	69
Total Costs**	\$14,869.61	\$416.65	\$5,495.85	\$9,014.86	\$4,179.89	\$70,709.75

* The number of claims may vary from the number of cases. Cases are defined as injuries requiring medical attention.

**Total costs per this report compared to total costs from reports in previous years vary due to ongoing claims for cases

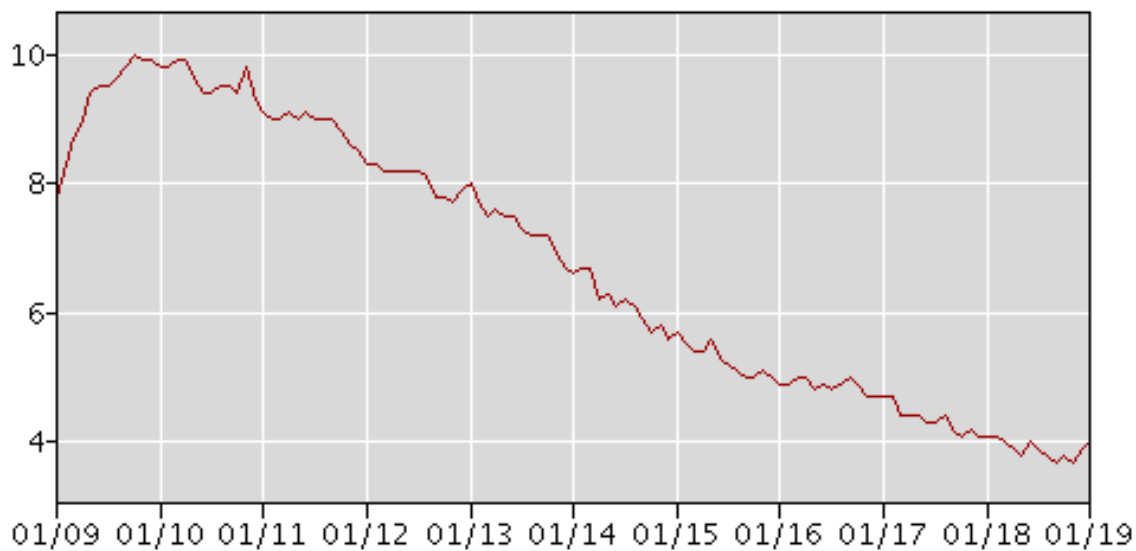
RECRUITMENT



Unemployment Trends

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

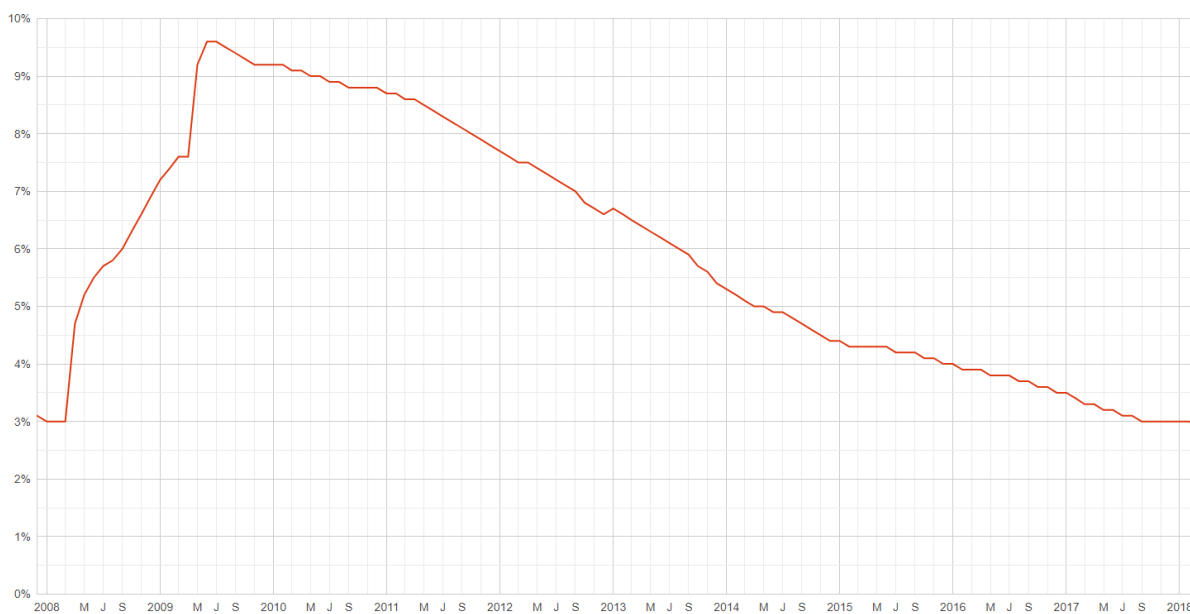


*Source: Bureau of Labor Statistics

Idaho Unemployment Rates

- ▶ December 2018: 2.6%
- ▶ 16th consecutive month under 3%
- ▶ 4% is considered full employment

Year	Unemployment Rate (on 12/31 of year)
2018	2.6
2017	2.9
2016	3.5
2015	4.0
2014	4.4
2013	5.4
2012	6.6
2011	7.8
2010	8.8
2009	9.2
2008	6.9



*Source: Bureau of Labor Statistics

RECRUITMENT STATS

Year	Average Ad cost	% Change from prior year
2012	\$196.07	2.51%
2013	\$208.05	6.11%
2014	\$116.98	-43.77%
2015	\$136.45	16.64%
2016	\$103.88	-23.87%
2017	\$69.42	-33.17%
2018	\$43.57	-37.23%

Year	% Applicants Interviewed	Average # Work Days to fill position
2012	16%	45
2013	18%	39
2014	16%	33
2015	20%	29
2016	17%	31
2017	20%	30
2018	20%	37

Total of 145 positions filled in 2018

- ▶ 17 new budgeted positions filled
- ▶ 38 replacement positions filled
- ▶ 43 were internal promotions or transfers
- ▶ 47 temporary positions

APPLICATIONS

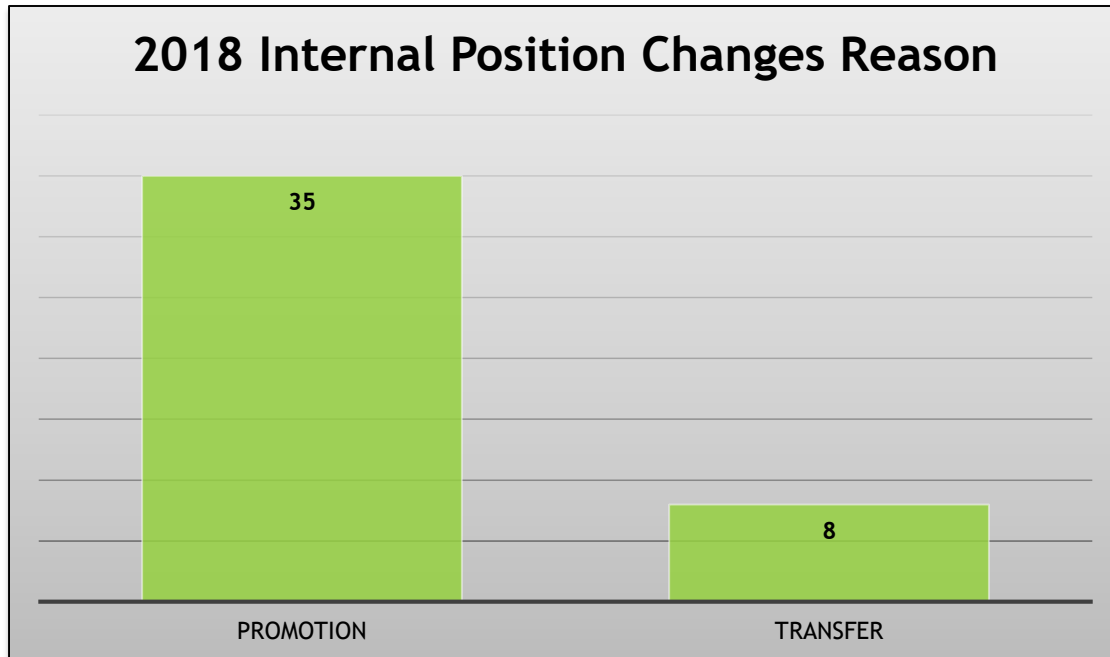
Year	Number of Applications	Increase/Decrease	
2012	754		
2013	576	-178	-24%
2014	1356	+780	+135%
2015	1240	-116	-9%
2016	1500	+260	+21%
2017	1869	+369	+25%
2018*	3572	+1703	+91%

* Includes external sourcing of resumes from job recruiting sites due to low application submissions

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	

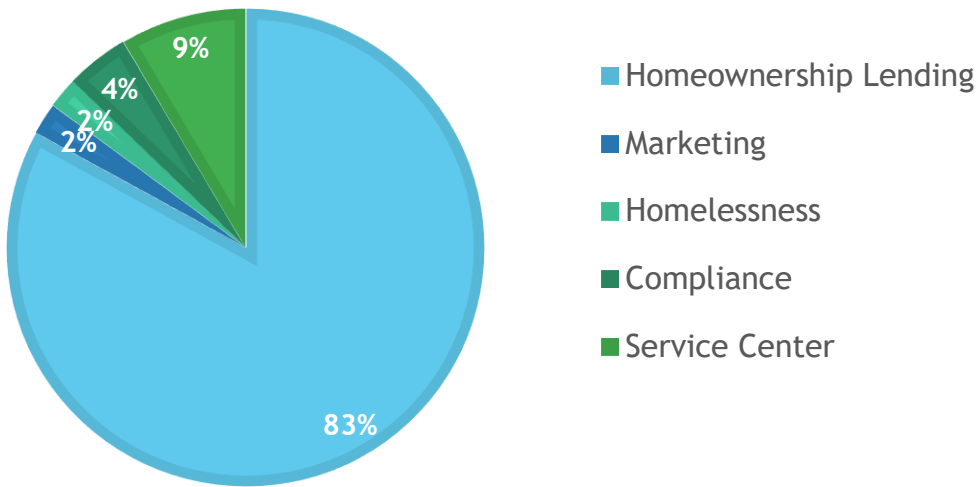
Internal Position Changes



Total of 43 internal employees who transferred or received a promotion

Temps Per Department

Department	Temps	Temps Hired
Homeownership Lending	39	10
Marketing	1	
Homelessness	1	
Compliance	2	
Service Center	4	1
Total:	47	11



Homeownership Lending Breakdown

Homeownership Lending	Temps	Temps Hired
Loan Administration	1	
Loan Counseling	9	
Loan Servicing	22	6
Loan Acquisition and Shipping	2	1
Document Center	5	3
Total:	47	11

2018 Quarterly EEO Report

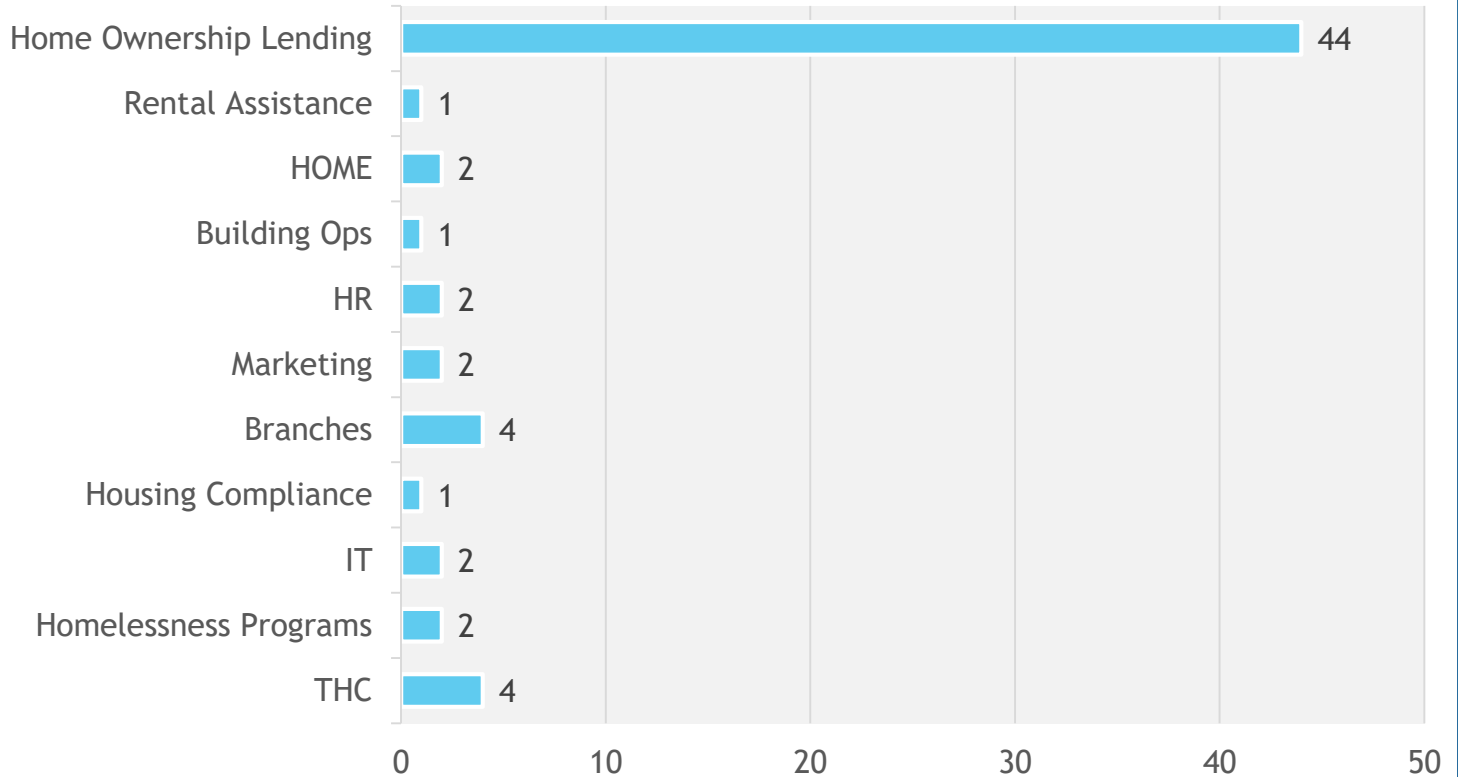
Disability Status	Q1	Q2	Q3	Q4	2018 Total
DISABLED	23	30	12	23	88
I CHOOSE NOT TO RESPOND	53	45	99	40	237
NOT DISABLED	474	524	475	294	1767
Total	550	599	586	357	2092
Gender	Q1	Q2	Q3	Q4	2018 Total
FEMALE	323	428	318	244	1313
I CHOOSE NOT TO RESPOND	40	37	96	41	214
MALE	187	134	172	72	565
Total	550	599	586	357	2092
Veteran Status	Q1	Q2	Q3	Q4	2018 Total
DISABLED VETERAN	9	9	4	6	28
I CHOOSE NOT TO RESPOND	52	52	104	42	250
NOT A VETERAN	472	530	470	304	1776
OTHER PROTECTED	11	5	5	5	26
RECENTLY SEPARATED	6	3	3	0	12
Total	550	599	586	357	2092
Ethnicity	Q1	Q2	Q3	Q4	2018 Total
AMERICAN INDIAN OR ALASKA NATIVE	2	8	4	3	17
ASIAN	9	11	34	0	54
BLACK OR AFRICAN AMERICAN	8	12	9	4	33
HISPANIC OR LATINO	45	56	41	29	171
I CHOOSE NOT TO RESPOND	50	48	99	44	241
NATIVE HAWAIIAN/PACIFIC ISLANDER	3	2	0	5	10
OTHER	0	0	0	0	0
TWO OR MORE RACES	17	20	20	6	63
WHITE	416	442	379	266	1503
Total	550	599	586	357	2092
Referral Source	Q1	Q2	Q3	Q4	2018 Total
BOISEIDAHOJOBS.COM	13	23	16		52
CAREERBUILDER	48	41	32	38	159
CRAIGSLIST	22	7	20	16	65
DEPT OF LABOR	24	40	51	45	160
EMPLOYEE	28	25	32	21	106
EMPLOYMENT AGENCY	3	3	2	6	14
GLASSDOOR	6	9	7	4	26
I CHOOSE NOT TO RESPOND	68	59	121	51	299
IHFA WEBSITE	77	85	100	53	315
INDEED	233	254	169	76	732
INTERNET (OTHER)	7	17	10	27	61
LINKEDIN	4	17	22	9	52
OTHER	17	19	4	11	51
Total	550	599	586	357	2092

*Only includes numbers of applications submitted through OnBase

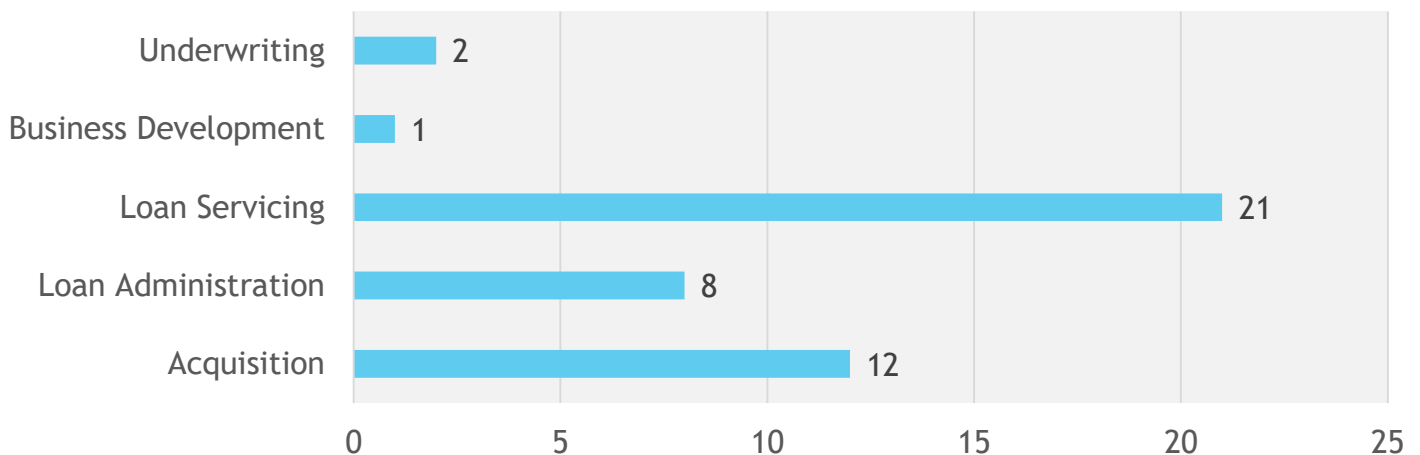
NEW HIRE DETAIL



IHFA New Hires



Homeownership Lending New Hires



2018 NEW HIRES

Name	Position	Department
XXX	Counselor/CSR I	Homeownership Lending
XXX	Home Loan Assistant	Home Programs
XXX	CSR I	Homeownership Lending
XXX	Quality Assurance Spec	Homeownership Lending
XXX	Counselor/CSR I	Homeownership Lending
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	Loan Processor/Closing Coordinator	Homeownership Lending
XXX	Data Analyst	Information Technology
XXX	CSR I	Homeownership Lending
XXX	Receptionist	Twin Falls
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	HOME Asset Management Officer	Home Programs
XXX	Mortgage Document Assistant	Homeownership Lending
XXX	FSS Spec/Housing Counslr	Coeur d'Alene
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Housing Specialist II	Twin Falls
XXX	Content Marketing Coordinator	Marketing and Communicatn
XXX	Counselor/CSR I	Homeownership Lending

CONTINUED ON NEXT PAGE...

2018 NEW HIRES (CONT.)

Name	Position	Department
XXX	Director of Loan Servicing	Homeownership Lending
XXX	Business Development Supervisor	Homeownership Lending
XXX	Dir of Marketing & Comm	Marketing and Communicatn
XXX	Special Needs Grant Coord	Homelessness Programs
XXX	CSR I	Homeownership Lending
XXX	Payroll Analyst	Human Resources
XXX	Loan Processor/Closing Coordinator	Homeownership Lending
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	Special Needs Grant Coord	Homelessness Programs
XXX	Occupancy Assistant - THC	The Housing Company
XXX	Loan Doc Specialist II	Homeownership Lending
XXX	Foreclosure Specialist	Homeownership Lending
XXX	Accounts Payable Clerk THC	The Housing Company
XXX	Loan Doc Specialist I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Loan Servicing Accountant	Finance
XXX	Housing Compliance Audit	Housing Compliance
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Occupancy Specialist I -THC	The Housing Company

CONTINUED ON NEXT PAGE...

2018 NEW HIRES (CONT.)

Name	Position	Department
XXX	ETL Developer	Information Technology
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	Service Center Technician	Building Operations
XXX	CSR I	Homeownership Lending
XXX	Quality Assurance Officer	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Loan Doc Specialist I	Homeownership Lending
XXX	Quality Assurance Officer	Homeownership Lending
XXX	Loan Shipping Specialist	Homeownership Lending
XXX	Loan Acquisition Specialt	Homeownership Lending
XXX	Counselor/CSR I	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Rental Assistance Coordinator	Rental Asst. Prog & Housing Serv
XXX	Housing Specialist I	Coeur d'Alene
XXX	Loan Doc Specialist II	Homeownership Lending
XXX	CSR I	Homeownership Lending
XXX	Mgr Regional Property	The Housing Company
XXX	CSR I	Homeownership Lending

NEW EMPLOYEE FEEDBACK



IDAHO HOUSING AND FINANCE ASSOCIATION
NEW EMPLOYEE FEEDBACK QUESTIONNAIRE

Are you receiving adequate job training?

- Yes (12)
- I always ask questions if I want to know how IHFA does things
- Yes, I feel like I have received the adequate job training need to achieve my job
- YES, XXXX has been great at going over information and showing me what I need to know. If I have any questions she is always willing to answer my questions
- I have had few trainers, and some are good and some are not so good. There is not particular training manual or material, and the trainers are busy with their daily responsibilities; so the training is left up to them
- At this point in my Career here I have received a few Days of Actual training at the very beginning as well as when I switched which State I was working in. For me this is ok as I learn as I go. However there was no Training on how to do some of the functions at all and I had to ask multiple people for help.
- Yes I am.
- Yes. In my particular position, there is so much involved that there are always new things to learn.
- Yes I believe I am getting the necessary and appropriate training here at the service center. My co-workers have done a very good job showing me what tasks are done here and have also answered my questions adequately
- Yes, I received adequate job training for my current position.
- I believe that I am receiving adequate job training. It has been a process and learning the things I need to do; however, everything provided to me has been helpful and if I have questions, I know I can ask anyone on my team and they'd be happy to help me.
- Yes, for the most part. After I started taking calls, I had to ask my coworkers a lot of questions, because there was so much to learn from the beginning. While everyone was helpful, I wished there had been more training before being put on the phones.

How is the pace of the training? (Too fast/Too slow)

- Fine (2)
- The pace of training is great.
- The pace of the training was pretty fast and I feel like it was done in a timely manner
- It is perfect
- There is no right answer to this question. In this particular position, there is excessive amount of details. To remember them takes time. Since we are always short with staff, the pressure on trainers and new employees is showing in mistakes
- It was fine. Just a day and a half

- As a new Employee the Training was a bit too fast at first with very little Training on the actual systems.
- Just right
- The pace of the training is going smoothly
- Slow and slightly dated, but it's sufficient
- Neither, training occurs as needed, often on the spot
- XXXX, my manager, trains perfectly for me and has gone at a perfect pace.
- To me, it's perfect. I would consider the environment of the service center to be in between just because we do have our fast paced tasks in here as well as our slow days. As in training my co-workers made sure to train me with a couple things a day so I would internalize it better.
- The pace has been appropriate
- The pace of training was perfect. I didn't feel that was I overwhelmed, but also didn't feel that I was lagging behind.
- Perfect
- Good
- The pace is adequate given that I am learning an entirely new industry coming from ag-banking.
- It was adequate
- Too fast at first and not enough time to learn the system before being put on the phones. There was so much to learn, it would have been helpful to have someone helping me for the first week. The job requires a lot of knowledge.
- I am a quick learner and love to learn more tasks
- Just right

What additional training would benefit you?

- None at this time
- Everyone just needs to be on the same page
- N/A
- I believe that cross training in customer service would be very beneficial due to the fact that I am also interacting with customers and believe that the knowledge obtained by customer service reps would better assist me in providing the customer with the best service we can offer
- It would be nice to learn more about the details of our loan products, over all I feel like I am getting the training that I need.
- I am visual learner, and since we did not have training material already in place, I have developed the learning material which we can use for other people like me
- Any training that would help keep me busy throughout the day. I'm usually done in the morning and have nothing to do for the rest of the day.

- I have asked for more training on the different Loan Products that IFHA provides and this has not been given to me but has been given to newer employees.
- I am receiving adequate training
- I think learning more about Secondary would be beneficial to me, this way I can continue to jump in and out of Secondary while also performing other job duties thoroughly, but provide more assistance to the department when others are out sick or on vacation.
- Escrow analysis training would have been great, or the ability to re-analyze, or calculate payoffs
- Nothing I can think of at the moment
- I can't think of any, XXXX trains me immediately when needed.
- Honestly I am a person who strives for more and want to continue to learn new tasks. As far as for training purposes I believe I have met the service center responsibilities.
- Tax Credit Program Compliance
- The only additional training that I would receive is to continue to educate myself on current trends within SEO and social media.
- Job training is just fine. If there were some basic industry primer IHFA recommends reading so I could broaden my understanding, that would be helpful but not necessary for job function.
- I believe I am receiving adequate training – there are opportunities coming up that I am really excited to be able to go to learn even more about my job.
- I would like to learn more about the different process areas tied to mine. I have been told that will come when we have the time/resources.
- It would have been good to get written step by step instructions for doing functions in LSAMs, such as queries, printing detailed transactions histories, etc. I've made my own notes that I refer to a lot. Also, while there is a lot of information in the white notebooks, even more would be better.
- New tasks
- It seems like we are learning new things all the time.

Are you receiving clear, concise feedback as to how you are performing?

- Yes (6)
- No
- Yes, I have met with XXXX several times about my performance.
- My manager is very open in communicating with me on how I am doing my work
- I feel like I am getting feedback. I think I am coming up close on being due for my 6 month performance review. It would be nice to have that.
- Yes, and I am thankful for that. By feedback, I can see what I have to improve and what is already done right
- Not really (2)

- I do not get a lot of feedback on how I am performing.
- Yes I am receiving clear and concise feedback.
- I've received one review, but never knew ahead of the time what my review was based on, still not positive other than quantity of calls taken.
- Best practices are explained and when I make mistakes worth knowing about, I am told
- Yes, I have received clear and concise feedback on my performance from my co-workers and supervisor. When I first started if I didn't do a task appropriately they would tell me and show me again. I would also ask questions when I wasn't sure so I would do the task correctly. They have also given me positive feedback with my learning.
- Yes, I get hand written notes from my supervisor talking about my performance.
- No Complaints
- Yes. I have received feedback from XXXX and XXXX on things that I have been doing with the portfolios I am managing.
- Yes, XXXX is very good at explaining what he needs from me.
- Yes, occasionally, nothing formal yet

Has the feedback been timely?

- Yes (11)
- No
- There is none
- Yes, She makes sure to check on me on how I am doing and if I need any help with understanding things. She always tries to make sure I feel comfortable on what I am doing and that I am doing my job the best I can. She always tries to provide extra training
- I feel like we communicate well and any feedback that is needed is given in a timely manner
- It hasn't been real clear. I get generalizations on what I do wrong but not actual instances. It has been confusing. Only the bad gets pointed out as well.
- I only received feedback a handful of times, A few of them were pretty timely and last time it was during my 6 month review and that covered the whole 6 months.
- Yes they have.
- It was one meeting
- I don't know. I hope.
- Yes it has been.
- Yes, as much as possible.

Were you provided sufficient training on the phone system, computer system, time sheet system, and administrative and personnel policies? If not, what additional training do you need?

- Yes (12)

- No, I have had to figure out the phone and stuff on my own
- I believe I was provided sufficient training on all aspects of my job description and more
- Yes over all it was sufficient. I could have had a little more training on the phone but I know how to use it now
- Couple of time happen that I have asked "where do I find particular document" the answer was for example in H:. I had to ask person to show me where in H:, what file, or what is the name of file. It would be more help full (walk- through) to show me then tell me
- I received No training on the phone systems, a little on the computer, None in the timesheet System, and as far as the administrative and Personnel Policies, I received that from HR but nothing further. I am ok without additional training as I have taught myself on these items.
- Yes I have been provided sufficient training.
- I believe I have been given sufficient training in these policies.
- I did not receive training on my phone or computer from IT. But I was shown what to do by people on our team. However, the several questions I asked were answered in a timely fashion and I've been able to pick up what I need.
- Initially, I think things were glossed over but after asking questions of my coworkers and manager, I was able to figure everything out.
- Yes, training was provided, and although it was good, the training on the computer system wasn't enough. However, I understand the department was short on staff, and it was the busiest time of the year.

Is this position what you expected it to be?

- Yes (10)
- No (2)
- Yes and no
- My job position is what I was expecting but it has also provide me with even more duties that have been very beneficial in helping me understand more of what IHFA does
- Yes over all it is, I am enjoying the position but it has been exciting to have a little more hands on with the counseling side recently
- Yes it is
- Better
- Kind of. The position was explained to me but I am a visual learner so I had to see to understand what the position consisted of.
- More or less.
- There is a little more data entry than I expected.
- Mostly, yes.

Why/why not?

- XXXX explained what the position was in my interview
- Yes, because you review files all day. No, because I'd thought I'd get to use my brain power more but you don't really need to have any lending experience because the integrity of the loan doesn't appear to really matter
- N/A
- My job position allows me to be flexible in assisting the front desk and allows me to learn more about the mortgage handling aspect of the company and assisting customers with any questions they have when they come in to make their monthly payments
- I was initially expecting a little more work with clients one on one, but as I have done the job I have really enjoyed having the variety of projects to work on each day so the position is what I expected, and I do enjoy the variety in each of my days
- This position requires extremely detailed person, it is to repetitive. I am certain that I will not stay in this position. It is not mentally challenging, which I have expected to be
- Yes, and no. I figured I would be more busy, but I have never felt overwhelmed by the amount of work. I have felt unused though. I think I was overqualified for this position.
- I was told from the beginning that Training was minimal.
- From everything that I learned as a temp these job duties continued to be the same, but I have also been assigned additional job duties that I feel is what would be expected for a Loan Acquisition Coordinator.
- It was originally presented that it was not a typical call center environment, however it's turned out to be the same type of tightly managed call center, which is not a problem just not how it was originally presented..clearer stats and expectations would solve that
- It's wonderful to work on clear, singular tasks, on my own but as part of a team.
- I've had a similar position in the past so I had a general idea of what to expect.
- The job functions are in line with my expectations
- When I interviewed I was told that we would be starting a blog and that I would be running all of the content for social media. That's exactly what I've been doing since I've been hired.
- The duties of this position were explained clearly
- XXXX was specific and clear in my interview. So everything that has happened is what I expected.
- During the interview process, I knew that this was a new position and that HOME has never had an asset manager before. I knew that I was going to have to own the position and make it my own without much guidance on what I needed to be doing.
- I didn't expect to be dealing with so many problems related to insurance billing. I understand the causes of the problem, and believe the department has a plan in place for the future. One of the problems is the delay in getting documents scanned into onbase.
- I was told I would be answering phones and that is what we do

Did the Association represent itself accurately in the recruiting process? If not, please explain the difference between what you thought the job would be and what it is?

- Yes (11)
- Yes, but an applicant doesn't have to have any loan experience at all
- It has, even going beyond my expectation on what the Association had to offer its employees
- The Association did represent itself accurately, but not the job description. Since there has been some changes in the department, I have no idea what was before, but I expected to have more contact with people, customers lenders etc, but not to check the documents for accuracy all day long.
- Yes the representation during recruiting was spot on.
- Yes, except for the management of the call center, and delegation of additional duties off of the phone, call # expectations, and cross training expectations.
- Absolutely. Katie even explained things about the day-to-day tasks in a way that made me want to apply and I'm glad that I did.
- I think I was a little confused on the service center title
- Yes, and once hired I found out the organization does a lot more than I thought.
- It was my understanding that there was more team building and employee engagement going on than what I have seen during my tenure at IHFA. There appears to be silos within the organization given where you work and who your boss is.
- For the most part yes
- Yes, the Association represented itself accurately.

Do you have adequate tools, resources, etc., to do your job? If not, how can we meet your needs?

- Yes (14)
- Well I have been in Lending for so long that I am resourceful myself, I know where to go to get the information I need. But I would say that Lender Connection could be improved upon certainly and the lack of efficiency in the work flow
- Yes, I do the company makes sure that I have all the tools I need to do my work properly
- One thing I have to admit is that company is doing everything possible to accommodate the employees, and I am very thankful for that. I have some health issues, and all my questions and needs are met. Thank you for that, it makes my work easier
- Yes I do have adequate Tools.
- Yes I have been provided the adequate tools, resources, and etc to do my job successfully.
- IHFA has provided far more than any other company I've worked for. I've been very impressed
- Yes, all the tools and resources needed are provided.

- The upgrade to Microsoft 2016 was a great start; more advances in technology would be beneficial.
- Yes. It would be nice if certain documents were easier to find in the closing document files in Onbase. Most of the time the documents are not searchable because the Find function doesn't work. This can make it hard to find a certain page because some of the files are over 300+ pages. Sometimes the voucher has a good index at the bottom of the page, but it doesn't list everything, like the first payment letter.

Do you feel your manager makes himself/herself available enough to answer your questions and concerns?

- Yes (12)
- No
- Yes, My manager makes sure her door is always open if we have any questions. Even if we send her an email she makes sure to get back to us in an appropriate time
- No. I don't feel like XXXX has been "present". She stays in her office and doesn't reach out much to see how you are doing. She seems to believe whoever is in her ear.
- No I don't not feel like my manager makes himself available to me.
- Yes, XXXX has an open door policy.
- XXXX is by far the best manager I've ever had and he's gone above and beyond to help with everything.
- Yes, XXXX is always available when needed. Any question I have she answers to the best of her knowledge ☺ she is very good at communicating any updates or concerns with the team.
- Absolutely
- Absolutely. XXXX is a great manager, I've really enjoyed working for him
- Yes, XXXX is available most of the time. And I feel that I can ask XXXX questions if she is available.
- Very Much so

Are you comfortable discussing issues/concerns with your manager?

- Yes (14)
- No
- I feel comfortable discussing issues with her. She makes sure that if I have any concerns her door is always open
- If I would not be comfortable to discuss my needs, I would probably go to higher level and ask for assistance
- No. She doesn't make me feel like I can talk to her.
- No I do not
- Yes I am.

- Yes I am comfortable with letting XXXX know any concerns.
- YES, she is always available to problem solve, brainstorm and explain issues.
- Yes, for the most part.

Do you feel the team members in your department are supportive of each other?

- Yes (9)
- My team members are awesome anytime someone does a great job they make sure to let them know
- Yes our department of 3 is always supportive
- Some of them are. The underwriters are great.
- I feel like there are some that are extremely supportive and others that are not and like to try and belittle others.
- Yes they are.
- For the most part yes
- Overall, yes.
- No. There is a lot of drama between co-workers unfortunately. It can be very toxic at times. There are many things that are said/done that are very unprofessional. This isn't the whole team though.
- The number one thing that I love about my job is having an awesome and understanding team. We are all supportive and get along so well. This is important in the work environment, getting along with one another.
- I would give this a C+ or about 79%
- All the time
- Yes and no. As with any office environment, there are people with different personalities. Each individual brings something unique to the table and it's up to XXXX to somehow bring us all together so that work can still be completed.
- Yes, most people are
- Somewhat

Do you feel that your manager is open to your ideas and suggestions?

- Yes (11)
- Most definitely not
- My manager is very open about our ideas. She thinks that if it can make our jobs better in assisting our customers that we should try to make it happen
- My manager listen to what I have to address
- I don't really think so. I know she is getting to retire, and don't think she really cares.
- No I do not feel that my Manager is open to my ideas and suggestions.
- Yes, XXXX is always open for ideas and suggestions.

- XXXX is always open to ideas and suggestions. He's very open minded and does his best to ask opinions to find the best solutions/ideas.
- XXXX is always open to new ideas and suggestions whether she asks for them or we give her ideas she listens.
- He's open to all suggestions and Ideas. I never feel muzzled
- Sometimes
- I haven't had much of an opportunity yet.

Do you understand your supervisor's expectations of you?

- Yes (15)
- Yes, I know that my team counts on me to get all of the document scanned in the system in a timely manner because they are counting on it to be available to them when they need it
- I guess so
- Somewhat
- I understand the basic expectations, but there is not a lot of communication.
- Yes I do
- Yes/her personally but not the technical pieces of the position
- Yes I understand what is expected of me here. Just like any employment there are certain responsibilities and policies we need to follow. If there is something I'm not sure about I let her know.
- I think so. One great thing about how XXXX works is that she corrects course early and as soon as an issue is identified. So I feel like I know what's expected.

How do you feel about the teamwork in your department?

- We have different states and the people stick with the ones they are in the same state with. The others don't talk to each other much.
- Everyone works independently there is no team in the conventional sense
- Everyone is friendly and willing to help.
- We have great teamwork. Whenever someone is gone we all help each other get that persons work done so they won't be behind
- I feel like we have good teamwork
- Good (3)
- I don't think anyone knows who is the real manager. Team morale is really down. I've had two panic attacks since I've been here, and that has never happened to me before. I have never felt so worthless in my job anywhere else I have been. I've even had to start counseling because of the effects this place has had on me.
- For the most Part the teamwork is good, There are times that it feels like if you're not part of a specific group(State) you are not in the loop of what is happening.

- The teamwork in my department is great.
- It's a work in progress, but good
- I enjoy working alone but together. Essentially, I mean that the work is nice to accomplish on my own but together we're goal oriented and share knowledge/best practices. It's nice.
- Some work as a team and some do not unfortunately. The best teamwork comes from Jimmy. He works extremely hard and does so much to help every day.
- All of us work well together as a team. Everyone is so attentive of what needs to be done
- Mostly, good
- It's very important. Two heads are better than one.
- It is good
- I have received nothing but support from my team. Everyone has been helpful in their own way. I am very happy with my team.
- There is very little interaction with other team members but everyone seems to get on well.
- Its really good. Most everyone seems to be doing their part.
- It's ok, I feel that we have a decent flow
- I feel we are a great team

If there were an area for improvement, what would improve it?

- Management should communicate more
- Open minds and better communication a "Yes" should mean "Yes" and a "No" should mean "No". Making decisions based on the fear of your clientele isn't very efficient. We could get more done with a smaller staff if the work flow was efficient. I have heard some new hires say they feel very isolated and unwelcomed here.
- N/A (2)
- I don't think there is an area that really needs improvement
- Honestly I can't think of any improvements at this time
- Only improvement I would expect now is to get more working space (bigger cubicle) and higher walls in cubicles. Sometime I have so much paper around me that I have to place them on the floor; there is not enough space on the desk. The other issue I have is a noise. There is a lot conversation going on around me and is distracting
- Communication between management and those of us on the floor, having a monthly One on one with your Supervisor on where you stand, What needs improvement and Goal setting/Career Development would be great.
- I think bigger computer monitors would improve production because this allows you to have multiple screens open which in return gives IHFA more effective employee production.

- Overall delegation of additional duties/responsibilities, the ones that don't take calls when they are supposed to would be held accountable to that, and if you were given additional duties it wouldn't count against your call #, in your review.
- I always say it and I know it's not likely but office sharing or a work from home option would be the cherry on top.
- The negatives are the team's drama with certain co-workers and how they treat each other. I don't have an answer as far as how it can be improved.
- I can't think of anything at the time but if anything comes up I will make sure to let my manager know.
- Honestly, I feel that everything is going very well. I wouldn't change really anything.
- If you are asking for my personal opinion, I suspect the department might function more efficiently if there was more investment in systems and tools.
- I'm still learning the ins and outs.
- Better software, learning AS400 is challenging and cumbersome to operate.
- Have written step by step instructions on how to do things in LSAMS.
- Provide more training on how to help people with technical issues related to the web site and IVR.
- A little more space

Has the Association "chain of command" been made clear to you?

- Yes (14)
- No
- Yes It has been made clear
- I can look at the org chart online and find out the chain of command.
- I don't think anyone knows who our manager is. XXXX isn't here and isn't involved like a manager should be.
- Yes and No, I know my immediate department and some of the higher ups.
- Yes it has
- I've learned about chain of command in past organizations. I have an idea, but I would like a little more overview of this association's chain of command.
- Some aspects

EXIT INTERVIEW FEEDBACK



HOW COULD THIS COMPANY BE A BETTER PLACE TO WORK?

- The processes need to be more streamlined to make it easier for new employees to come in and learn the job. Not having training be 'person based', but 'job based'.
- Overall, I think the focus needs to be less on expansion and more on improving the properties. We should not be taking on third party properties when our own need improvements. Goes against our own mission statement, to provide affordable housing and desirable living conditions.
- See above on what didn't like about working here, but one suggestion is maybe an onboarding only focused on the company mission, culture, and the organization as a whole (department, what they do, etc.)
- I think you are doing amazing.
- Allow more upward mobility and show staff their path options. Also, consider doing more internal hiring.
- Company is great, but my team needs management.
- Flexible schedules or maybe allow jeans every day for those positions not doing customer face-to-face interaction; I think those are some little things the company could do that would be a huge morale booster.
- Just keep growing!
- The company could move a little more towards modern workforce. Consider more flexible hours and remote opportunities.
- As I said above, defining the culture better would help. Also the culture of our management team. We have an annual business planning session once a year and a lot of important items are discussed, but we do not revisit that again until the next year. I think Gerald's new idea of having upper leadership meet monthly will help that. By creating teams that work together more, that is changing for the better. More of the team concept and not so much isolated conversation in silos.
- I know there are many people who are "old school", but it would be nice to modernize some policies. More flexible hours would be nice (i.e. 4/10's). I do appreciate that since Greg Blake has been around that a lot of our IT has improved. It was hard to get things before him.
- I would recommend that during new hire orientation we are walked through how to exit

the building during an emergency.

- Increase salaries. A good salary makes people feel needed and appreciated for the work they do. I have been here for a long time, so my salary has been maxed out. There also needs to be better flexibility in schedules.
- Internal processes should grow in sophistication to match the growing size of the organization.
- For my department, salaries are pretty low, I don't think that we compete well with the market. Benefits and retirement do not always balance that out.
- I don't have a suggestions, I love my job and coworkers. You guys hire good people.
- Companywide, maybe better salaries, I know it's a non-profit so we should expect low wages.
- Maybe not so stringent on dress code and tattoos. A lot of us don't see the public at all. Maybe more jeans and casual wear. I know people would like more flexibility in hours. I can't complain, being part time I was very lucky
- There needs to be succession planning in place. From my perspective, I can see that there are a lot of people who will be leaving in the near future and those positions should have someone working to fill them when that time comes. The hierarchy system is not always a great thing. There are people who are not in management who have great ideas, but are not heard. Feedback should be more frequent; the annual reviews are not that helpful. I don't think it needs to be a formal thing, but needs to happen more often. I do not think there is a place for employees to safely give feedback. Employees do not feel safe coming to Human Resources. There should be a place to go when there is a problem if you cannot talk to your manager. At the end of the day, we (employees) feel that managers are protected, employees are not.
- Pay. I know it is less than industry. A lot more people would have an incentive to be at work and improve reliability. It takes a lot to term someone from here. When supervisors don't care about us (staff) it is hard to come into work, but maybe provide a bonus or reward for meeting or going above numbers. Listen to staff. I see so much good and potential on what we could be, we know what to do but I feel there is a block by not listening to our ideas. It ends up hurting our moral.