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Contents

HR Daily Advisor

DOCUMENT MANAGEMENT

Processes and Pain Points

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About HRDA's Research Program:

Every year, the *HR Daily Advisor*® research team conducts detailed research into pressing contemporary human resources (HR) challenges to highlight best practices and common policies and procedures. We access our exclusive database of more than 250,000 active HR practitioners to find out how HR managers are handling challenges in the real world.

We maintain strict rules of confidentiality, and survey data are reported only in the aggregate.

HR Daily Advisor Research Reports are based on surveys we conduct to discover the "real world" status of policies and practices in areas of interest to HR managers.

Document Creation

Respondents were asked how they create documents at their organization.

said they manually key it into forms.	**55%**
say they key it into spreadsheets.	**44%**
say it's created by both manual keying and software together.	**35%**
say it's created and keyed through an online form.	**35%**
say they handwrite forms.	**22%**
say that software creates documents automatically.	**3%**
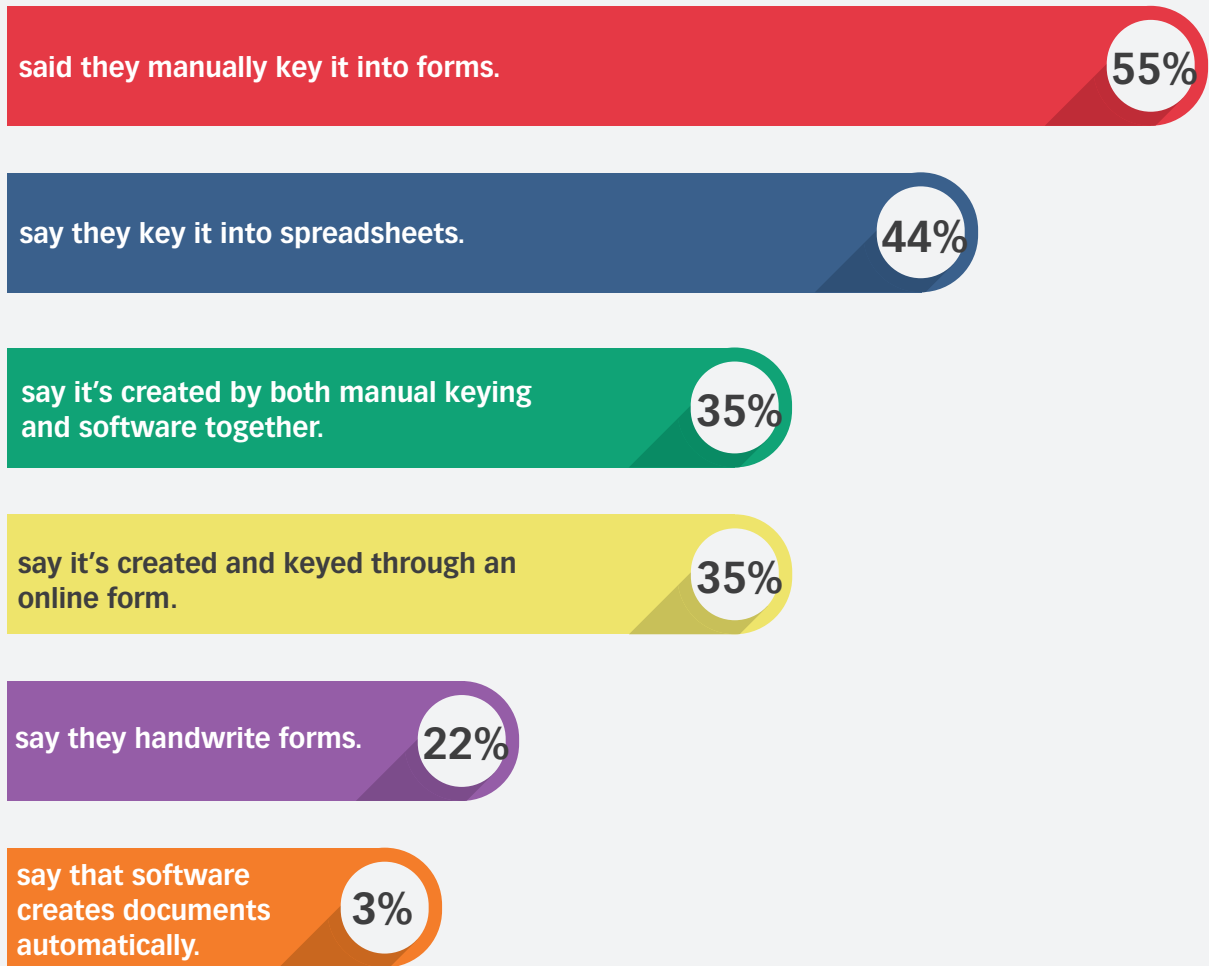
Document Creation Pain Points

The top six pain points for document creation are:

45%	The process is too manual.
40%	Creating documents takes too long.
38%	Relying on a paper-based system is challenging.
37%	Documents are incomplete or have errors.
27%	It's too difficult to customize documents.
26%	Common documents are not standardized.
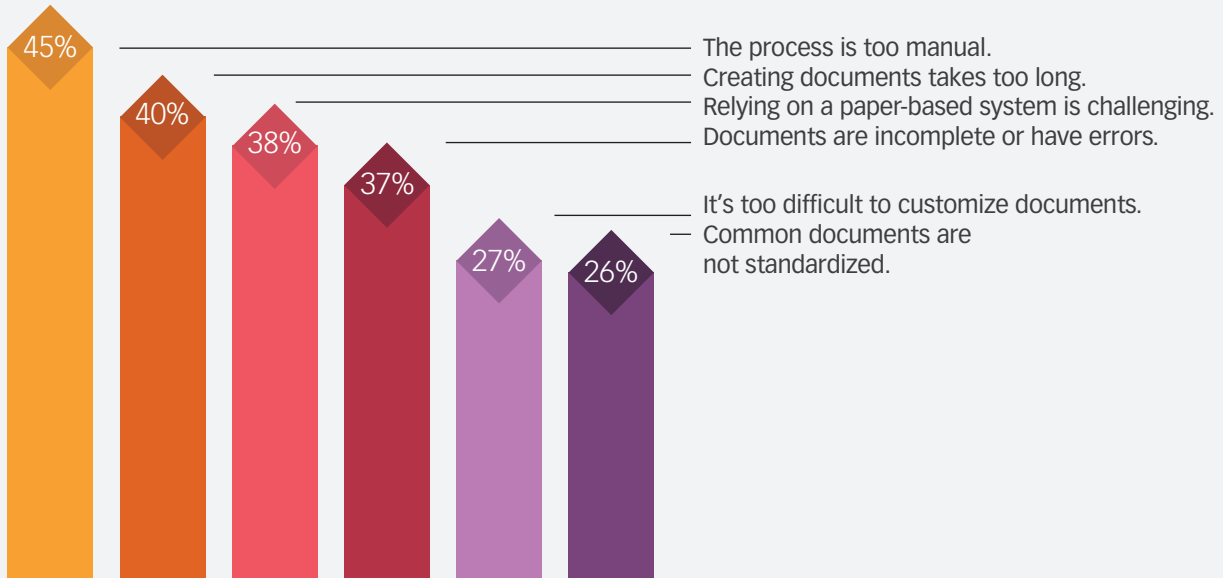
Some survey takers wrote in other responses. Here is a small selection:

"A good HRIS system is just too expensive."

"Making modifications to system documents is not easy enough."

"It's a challenge customizing documents for different users."

Document Signature and Execution Pain Points

We asked how documents were signed and executed.

72% said that documents are e-mailed, printed, signed, and scanned or faxed for signature.

64% said that physical documents were transported to individuals for signature.

36% said that software allowed documents to be routed and signed electronically.
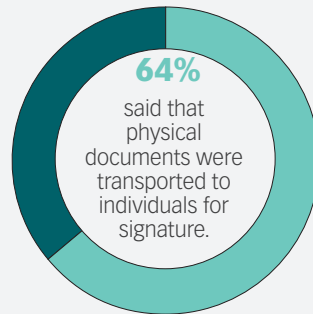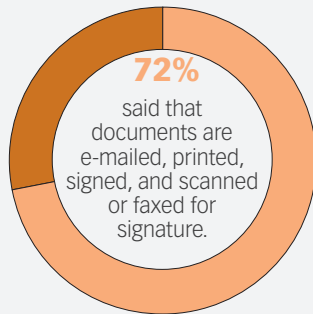
The top four pain points involving document execution are:

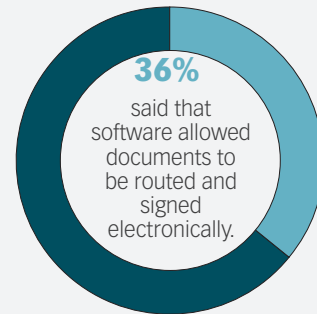**1** **51%** It takes too long.

2 **48%** There is too much follow-up.

3 **48%** Signatures and/or information is missing or incomplete.

4 **41%** It's difficult to track the status of documents that are out for signature.
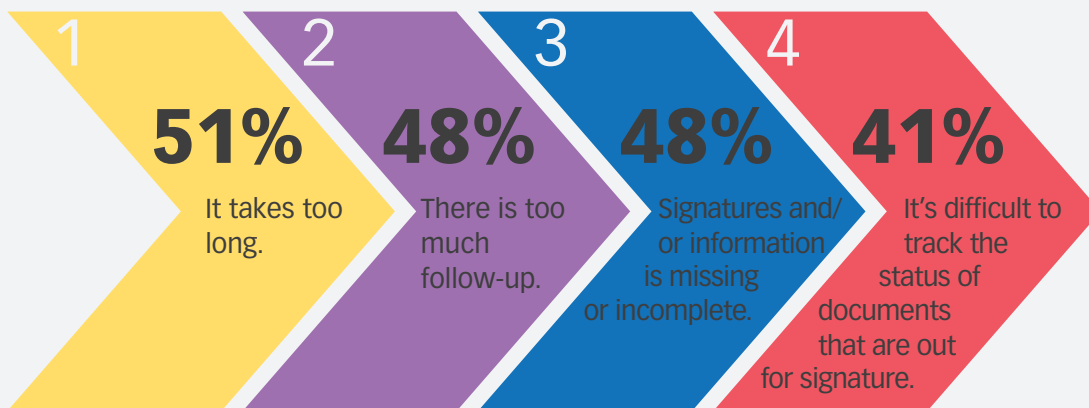
Some survey takers wrote in other responses. Here is a small selection:

"We can't find a timely way to collect signatures."

"Multiple approvals bog the process down."

"Reading manual documents can be difficult."

HR Daily Advisor Research

Distribution and Acknowledgement

Respondents were asked if they have a way to prove that a document was received and acknowledged with something like a watermark or signature and date.

40% · · · · · · · · · · said they had such a method.

47% · · · · · · · · · · said that they did not.

13% · · · · · · · · · · said they were not sure.
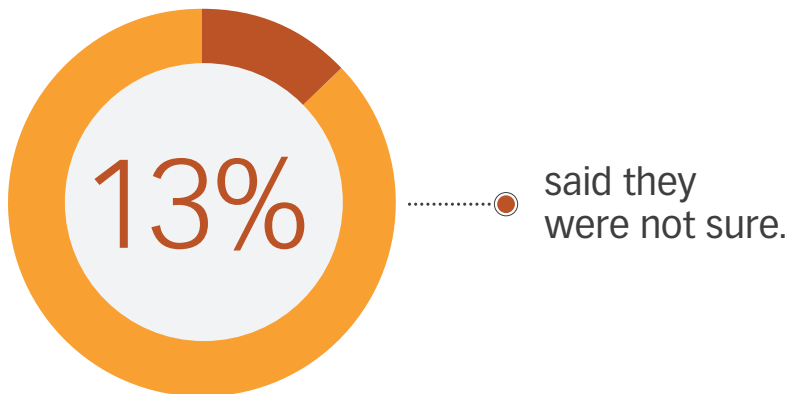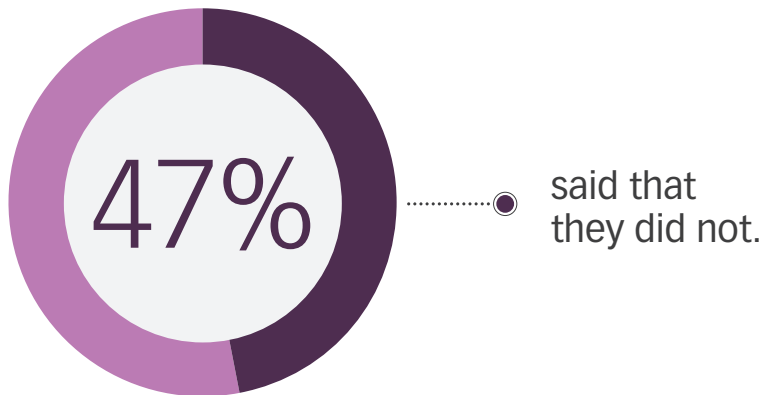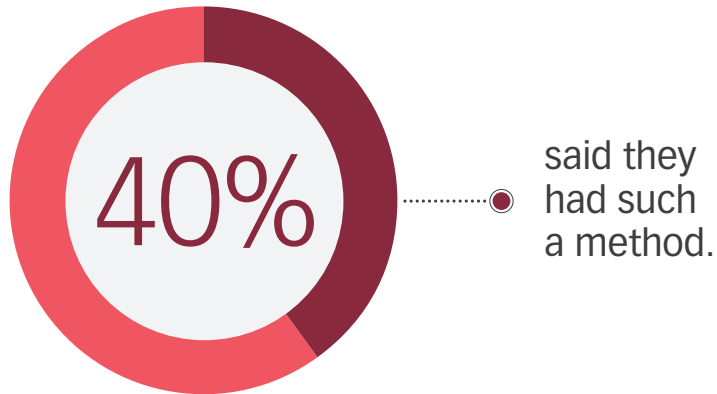
Document Change, Originality, and Identity

We asked if respondents had a way to make sure that nothing had been changed or added to a document after it was signed.

43% said yes, they did.

43% said no, they did not.

14% said that they were not sure.
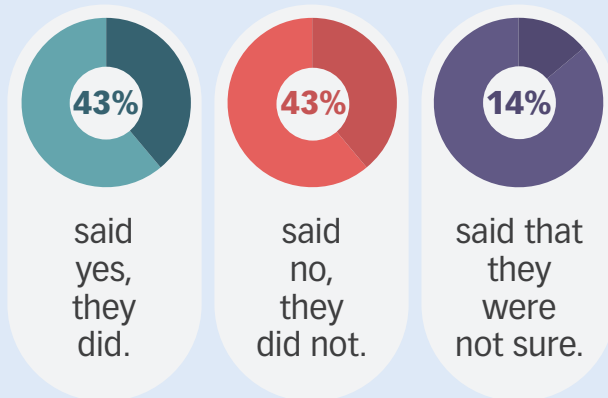
Respondents were asked if they had a way to prove that a document was the original document.

25% said that they did.

43% said that they did not.

17% said they were not sure.
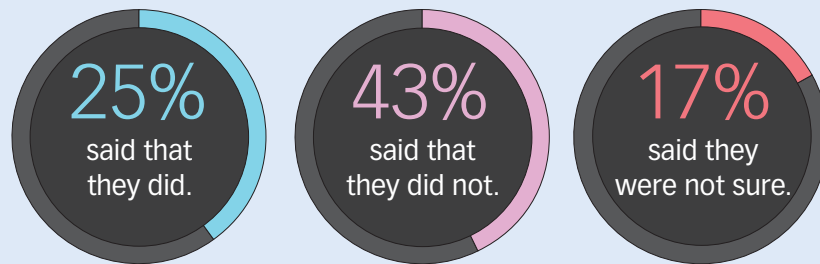
We also asked if respondents had a way to prove the identity of someone who signed a document.

12% said they were not sure.

37% said that they did.

51% said that they did not.

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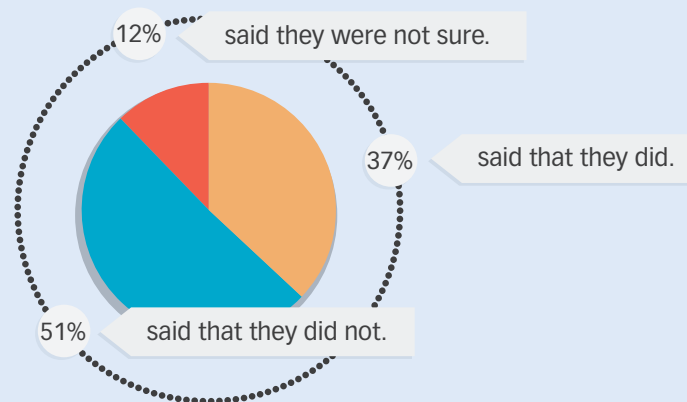
Document-Related Tasks

We asked about tasks completed after documents were executed.

61% said that tasks were manually assigned via e-mail or in person.

31% said that tasks were assigned with a combination of software and manual processes.

6% had tasks assigned by fully automated software.

5% said it was not important.

Respondents were asked how important they felt it was to be able to easily create customized processes and assign document-related tasks.

36% said it was somewhat important.

59% said it was very important.

We asked respondents if they had a way to ensure that document-related tasks were completed on time (such as time-sensitive I-9 completions).

61% said that they did.

32% said that they did not.

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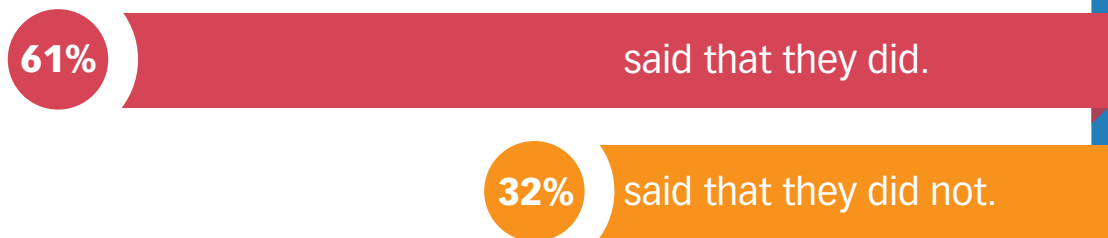
Document-Related Tasks Pain Points

We asked respondents what some of their pain points surrounding document-related tasks were.

43% said that when documents are transferred, the information is not always complete.

43% said it takes too long to get tasks assigned and executed.

41% said it wasn't always clear that a task was completed.

37% said it's difficult to manage nonstandard tasks.

29% said it wasn't always clear who should handle a task.

28% say that it creates a poor employee/candidate experience.

Here are some pain points written in by respondents:

"Getting upper management in the system to approve/disapprove."

"Manager follow-up. A manual process is the only way to get things done."

"There is not enough cooperation from managers to the staff in a timely fashion."

Document Storage and Pain Points

Respondents were asked how they stored their completed documents.

76% said by hand and/or with a paper filing system.

57% said they scanned documents.

55% said they use an electronic filing system.

24% use their HRIS to store documents.

9% said they had a dedicated document management system.
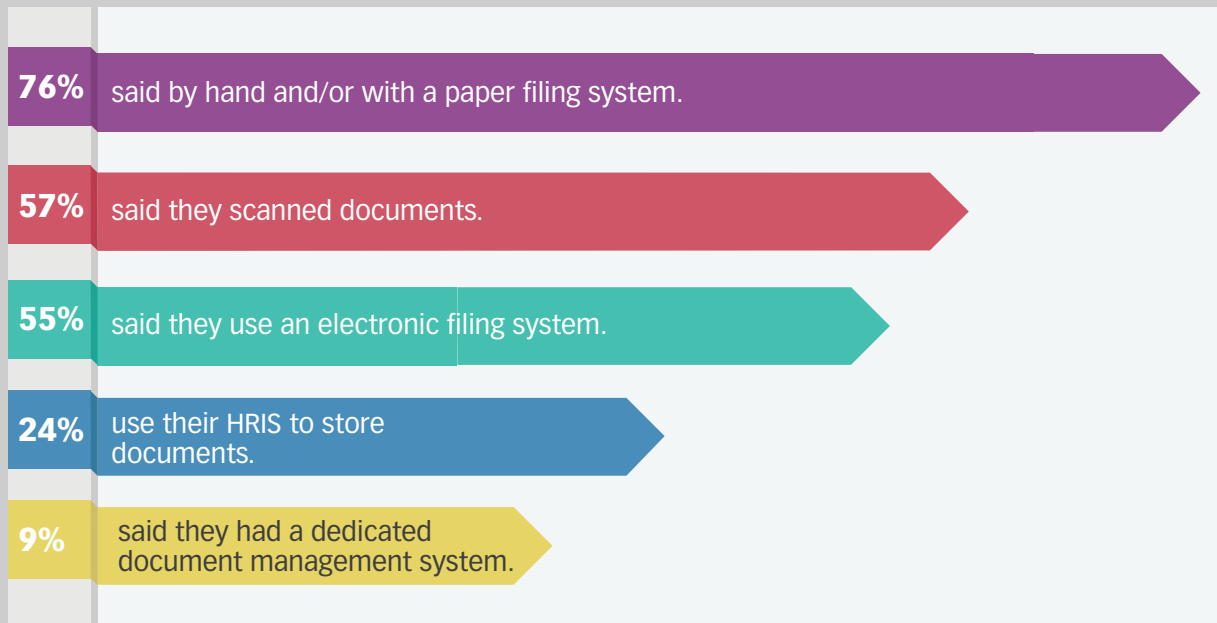
We asked respondents what their common pain points were surrounding document storage.

46% said there isn't enough physical storage for documents.

42% said it's not easy to find certain documents.

41% said that the documents are stored across too many systems/locations.

33% said there isn't an easy way to search for types of documents.

30% said that there was not a standard way to archive out-of-date documents.

25% 25% said storing takes too long.
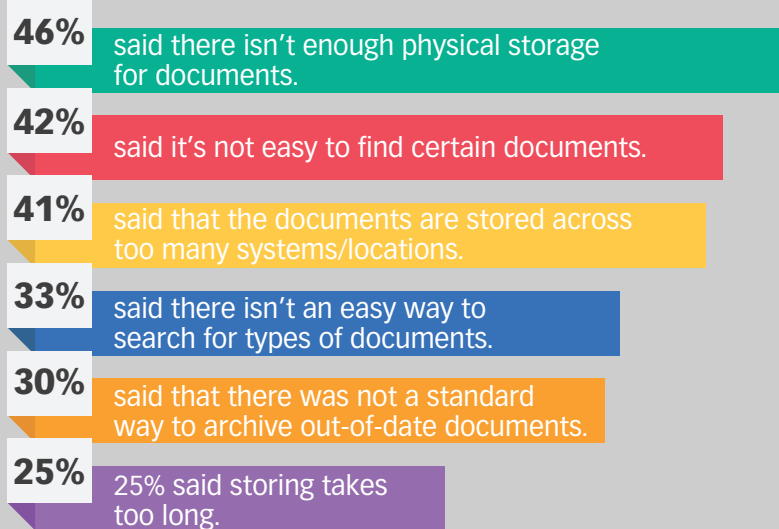
Document Growth and Time Burden

We asked if the volume of documents was growing for respondents, and if so, by how much.

11% said it's getting out of control.

54% said that the growth was considerable.

35% said it was minimal.
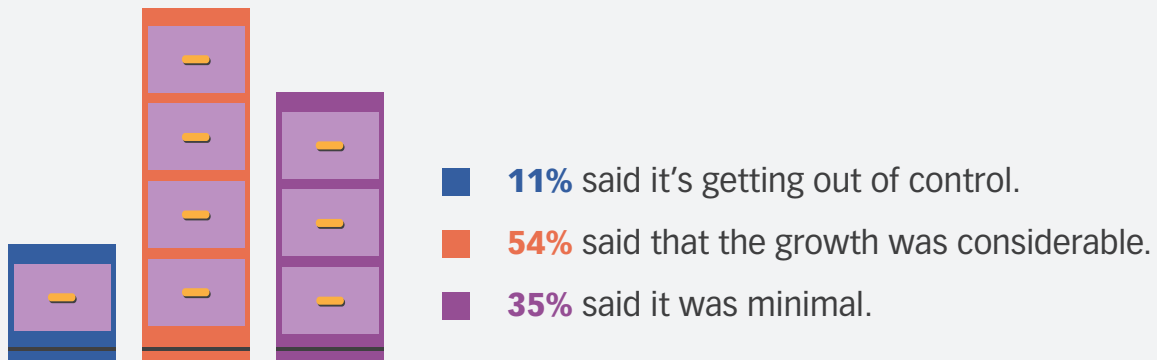
What percentage of time per week would you estimate your HR team spends on the document process?

Survey takers indicated what percentage of their time per week HR spends on document-related tasks vs. 5 years ago.

Percentage of time spent | Answer percentage

10% | 21%

10-25% | 38%

25-50% | 25%

50-75% | 8%

It feels like it never stops! | 8%
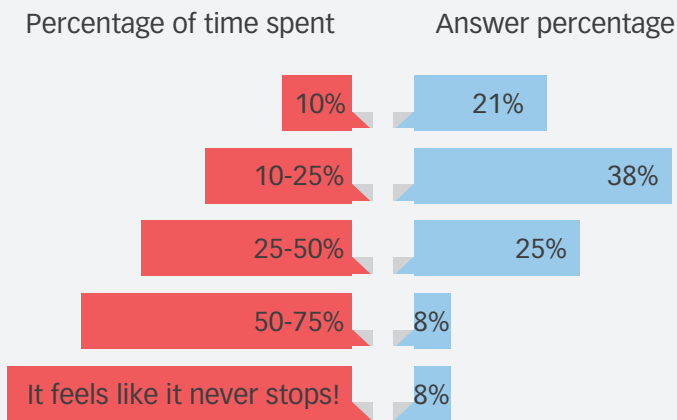
54% said it was more

23% said it was less

23% said it stayed the same

Document-Related Productivity

Survey takers were asked how big of a problem document management was overall for their HR department (lost productivity, took away time for more strategic tasks, etc.).

6% said that it was a large problem.

18% said it was a pretty big problem.

38% said the problem was somewhat big.

28% said it was not a very big problem.

8% said it was not a problem at all.
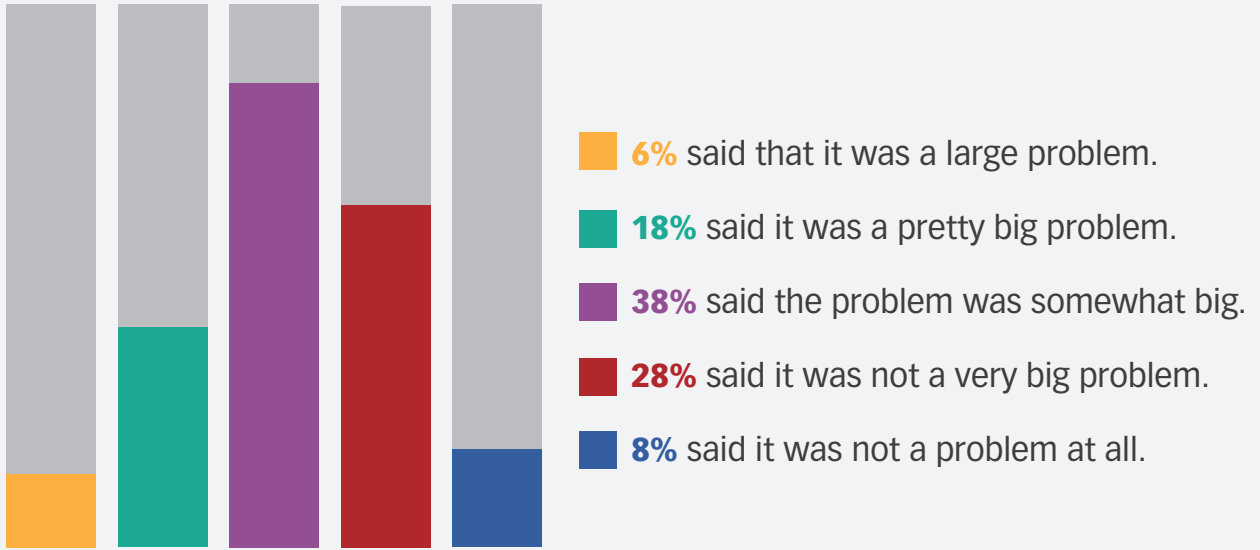
We asked respondents to indicate how easy it was to collaborate with stakeholders during the document management process.

12% said that it was very easy.

31% said that it was somewhat easy.

42% said that it was neither easy nor difficult.

13% said that it was difficult.

2% said that it was very difficult.
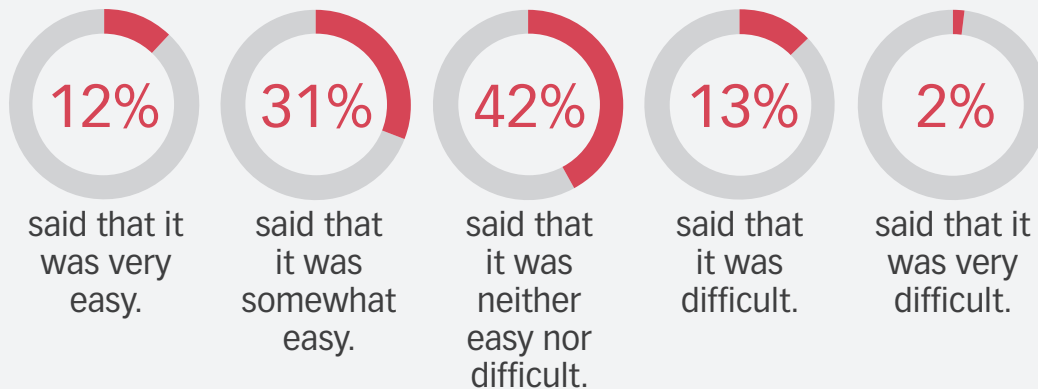
Digital Document Management System

Respondents indicated whether they had a digital document management system or not.

30% indicated that they did.

62% indicated that they did not.

8% were not sure.
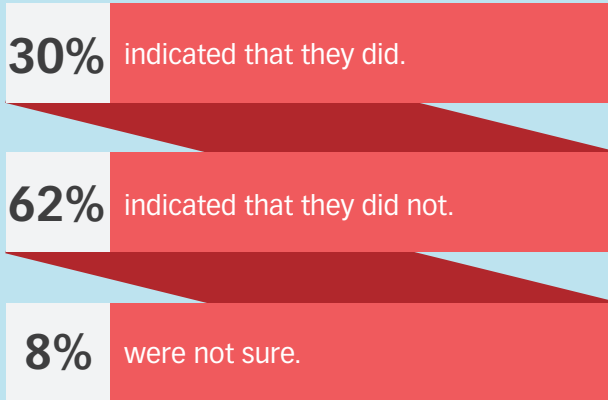
Among those who did not have a digital management system:

19% said they were going to implement one in the next 12–18 months.

41% said they had no plans to implement one.

40% had no idea one way or the other.
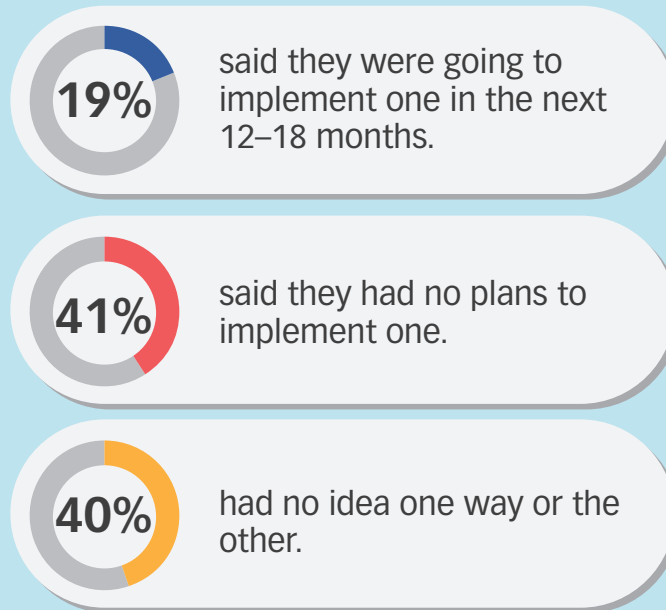
Document Standardization

We asked if survey takers had a standardized document management process.

71% said that they did.

23% said that they did not.

6% said they were not sure.
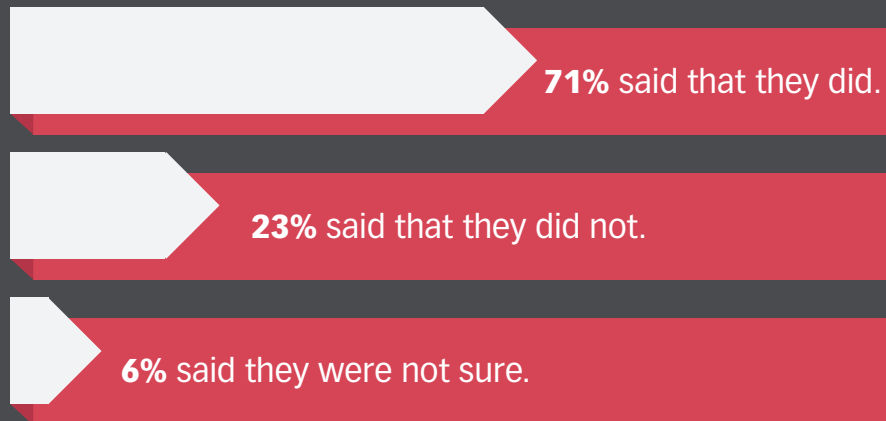
66% said that those standards were adhered to.

Survey takers were asked how easy it was to achieve a level of standardization in the document management process.

13% said it was very easy.

39% said it was somewhat easy.

26% said it was neither easy nor difficult.

21% said it was difficult.

1% said it was very difficult.

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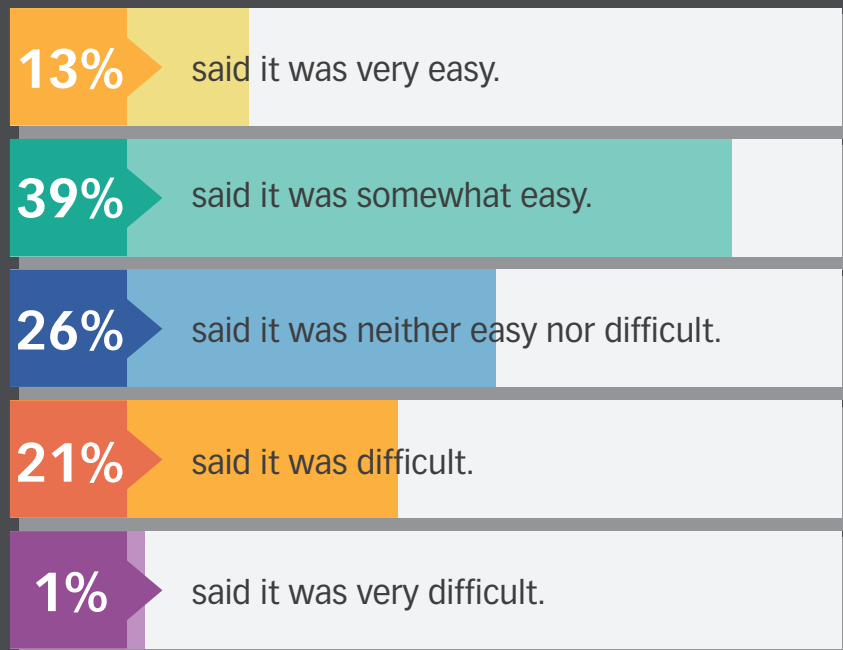
Rekeying Documents

Respondents indicated if they must rekey data from documents into other systems such as payroll.

69% said that they did.

25% said that they did not.

6% were not sure.
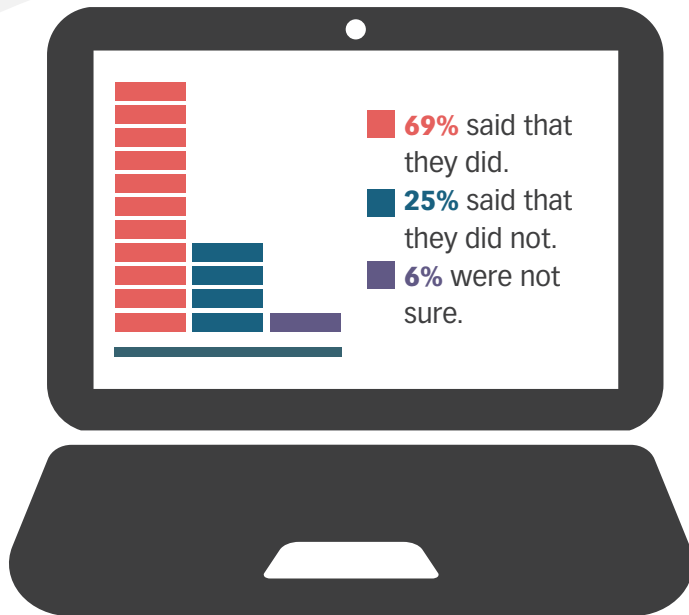
We asked survey takers how often rekeying data from documents into other systems results in errors.

11% said very often.

47% said occasionally.

42% said not very often.

11%

47%

42%
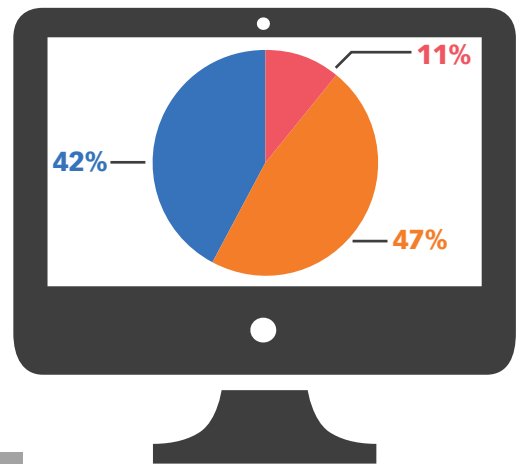
Document-Related Dissatisfaction

We asked respondents if any of their employees had ever become dissatisfied because of a document management problem.

27% said yes, they had.

52% said they had not.

21% were not sure.

We asked those who said that an employee had become dissatisfied because of a document management problem to give us an example. Here are a few of those examples:

"CEO couldn't find an important legal document."

"People are often frustrated at reporting in capabilities. It is difficult to retrieve needed data and much time is wasted in the effort."

"Needed immediate access to documentation for litigation; required several days to pull from multiple platforms."

"One employee on surgical leave kept having her FMLA paperwork submitted in another employee's name, not just once but 3 separate times by the same HR staff member. Inexcusable."

"Direct deposit information was submitted by the employee but not processed correctly to be applied to employee record in payroll. It took nearly 2 months to get his direct deposit account set up."

"Many employees became upset that they had to provide documents and recomplete paperwork because it was lost when transferring systems."

Document Control

We asked participants if they could control who could see what documents and/or what they can do with those documents.

9% were not sure

34% said that they could not.

57% said that they could.

51% said they can control and limit access.

41% said they can set access rights based on many user criteria.

31% said they can set access rights based on document type.
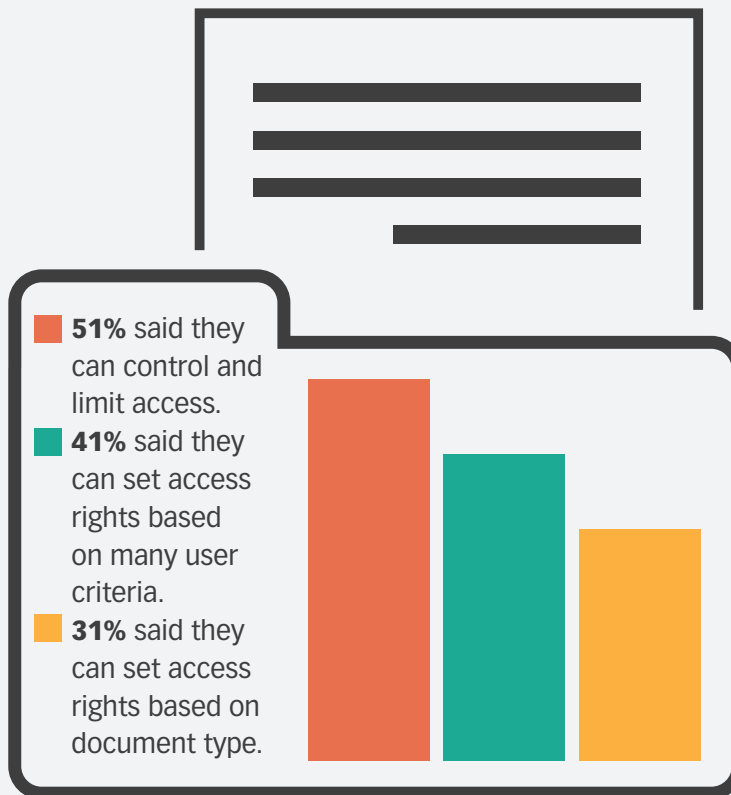
Document Security

Survey takers were asked how confident they were that their documents were secure in the event of a natural disaster, technical failure, or theft.

15% said that they were very confident.

28% said that they were confident.

43% said that they were somewhat confident.

14% said that they were not at all confident.

We asked respondents how easy it is for them to identify if they are missing a document.

44% said they must individually go into employee files in their HR system to find out.

22% said that they do maintain spreadsheets and paper trails.

20% said they have no way to know.

11% said that they have dashboards to identify if they are missing a document.

Document-Related Rules and Regulations

We asked participants how they learn about new laws and regulations surrounding document management compliance.

43% say they learn about it from their HR staff.

34% say that they use legal compliance services like BLR.

25% say outside lawyers.

21% say they have in-house lawyers.

22% say that they do not have a system for learning new laws and regulations.

4% say they use a document management company.

Participants were asked if they have had fines, penalties, lawsuits, or audits because of poor document management.

90% said that they had not.

10% said that they had.

Document-Related Audits

Participants indicated how sufficient they felt their current ability to audit actions performed on documents were.

9% said they felt it was excellent.

63% said they felt it was satisfactory.

25% said they felt it was poor.

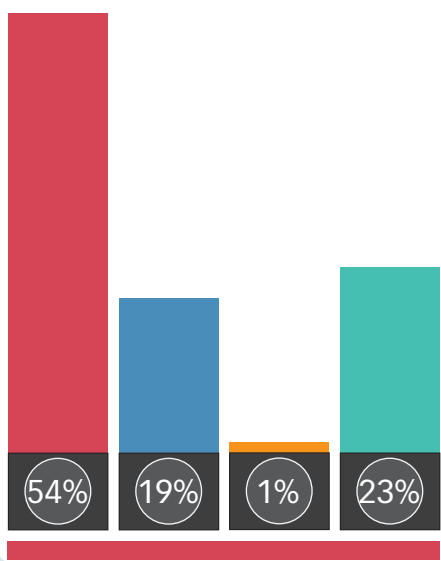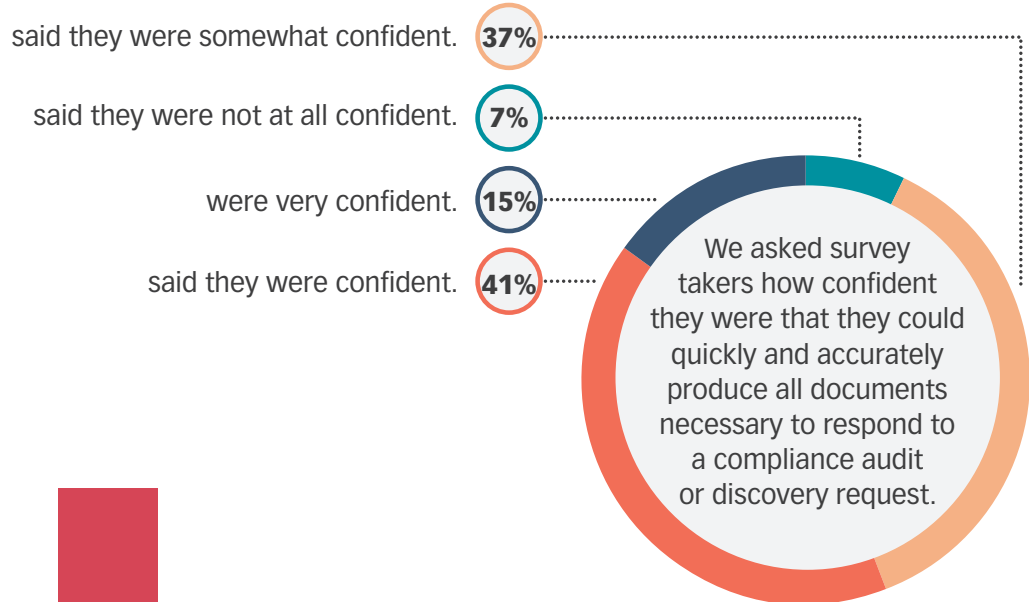**3%** said they felt it was very poor.

said they were somewhat confident. **37%**

said they were not at all confident. **7%**

were very confident. **15%**

said they were confident. **41%**

We asked survey takers how confident they were that they could quickly and accurately produce all documents necessary to respond to a compliance audit or discovery request.
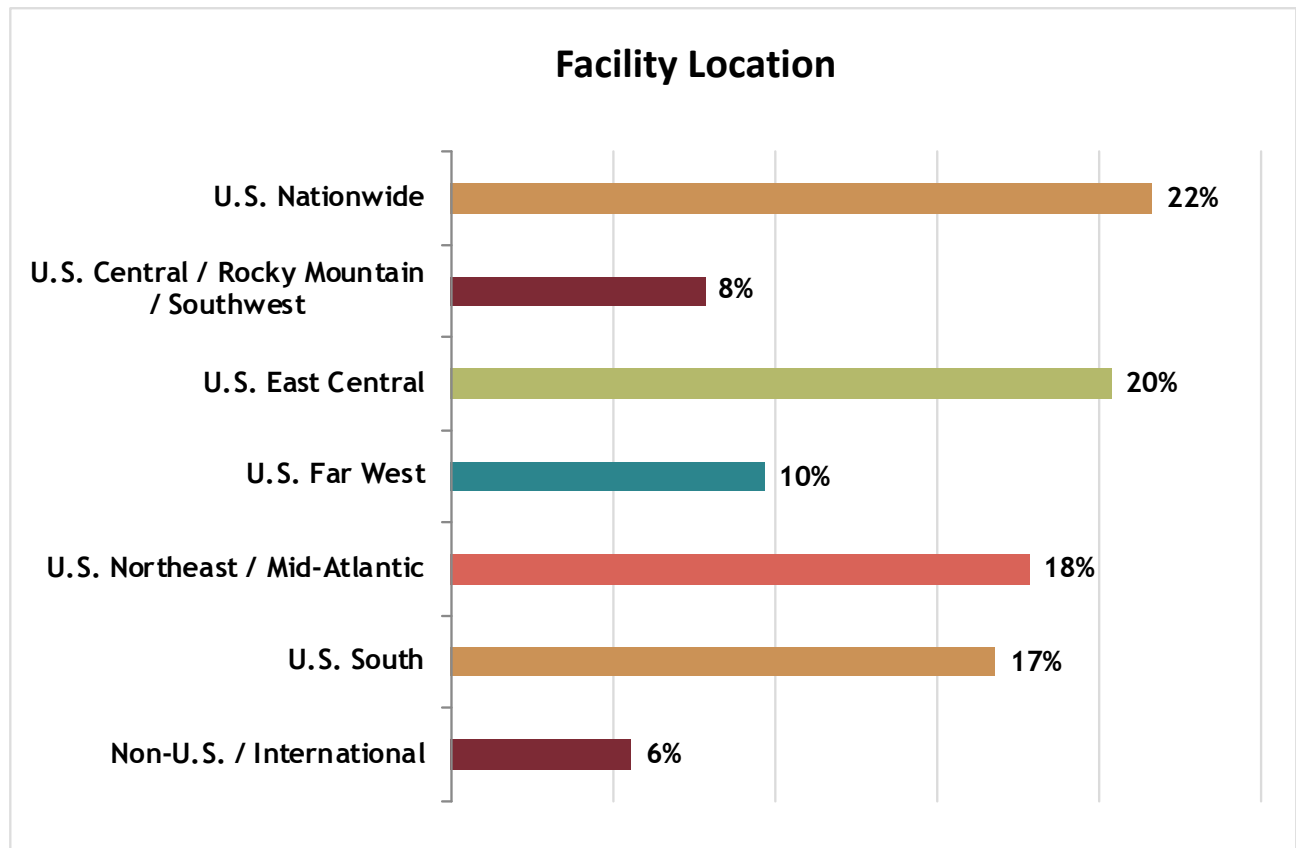
We asked which situation best described respondents' document retention practices.

1% said they don't hold onto much.

19% said they keep documents that are important for a reasonable amount of time.

54% say they follow the letter of the law on how long to keep which documents.

23% said they never throw a document away.

54% **19%** **1%** **23%**

2018 Payroll Solutions Survey

Facility Location

The majority of our respondents are located nationwide in the United States. Other larger demographics are from the U.S. East Central (20%), U.S. Northeast/Mid-Atlantic (18%), and the U.S. South (17%). Full results are available in the graph below.

Facility Location

Location	Percentage
U.S. Nationwide	22%
U.S. Central / Rocky Mountain / Southwest	8%
U.S. East Central	20%
U.S. Far West	10%
U.S. Northeast / Mid-Atlantic	18%
U.S. South	17%
Non-U.S. / International	6%

Business Type

The majority of our respondents (62%) come from private, for-profit businesses. Another 21% are from private, not-for-profit businesses. Finally, 10% come from the public sector, and 8% come from the government sector.

Please select the category that best describes your business type.

Category	Percentage
Private, for profit	62%
Private, not for profit	21%
Public sector	10%
Government	8%
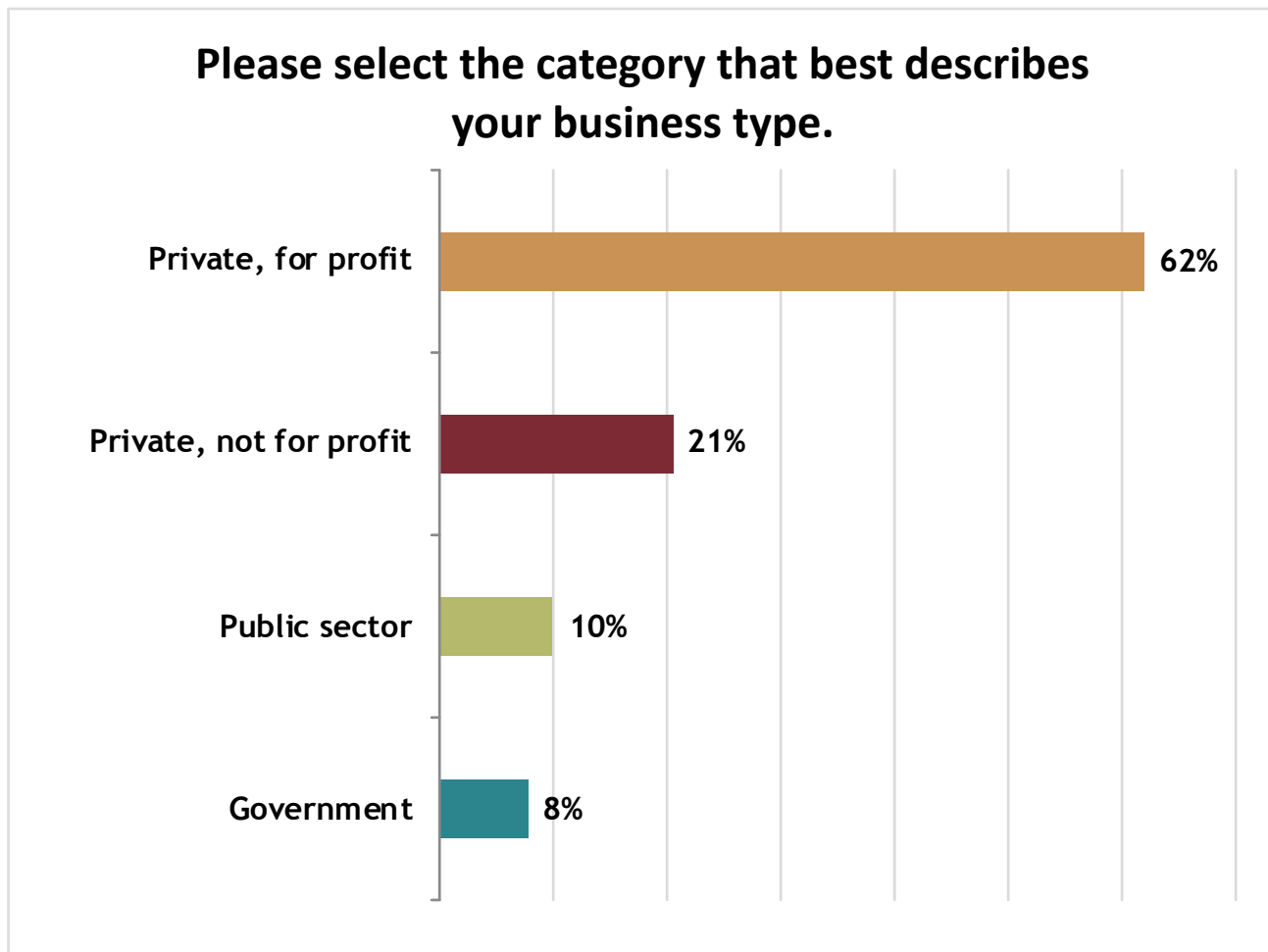
Company Size

The majority of respondents (23%) come from companies with 1—50 employees. Companies with 51–100 employees and 101–250 employees are similarly represented with 16% for the former and 17% for the latter. You can see a full breakdown in the graph below.

Please indicate your company's size.

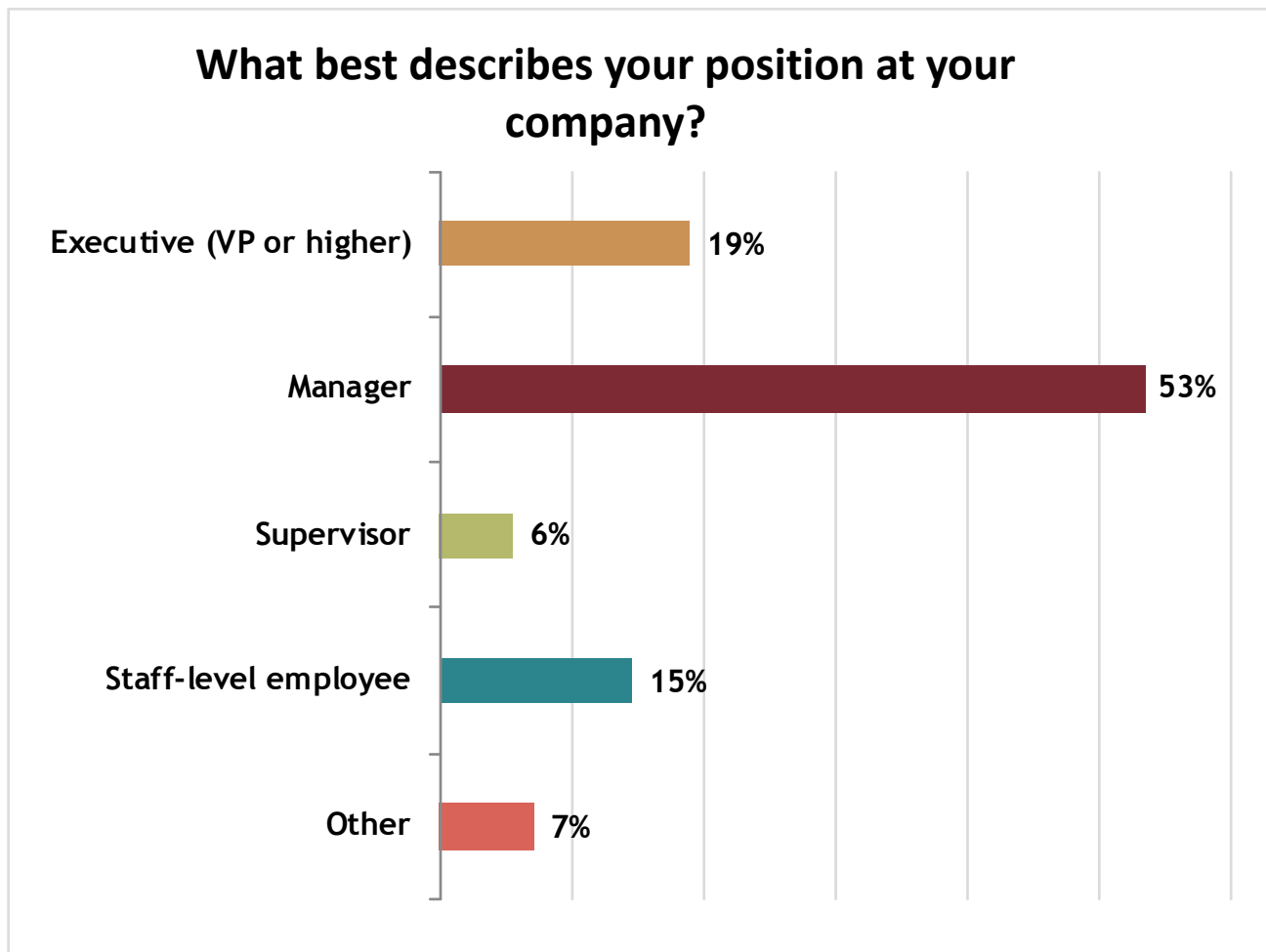| Company Size	Percentage
1-50 employees	23%
51-100 employees	16%
101-250 employees	17%
251-500 employees	14%
501-1,000 employees	8%
1,001-5,000 employees	12%
Over 5,000 employees	10%
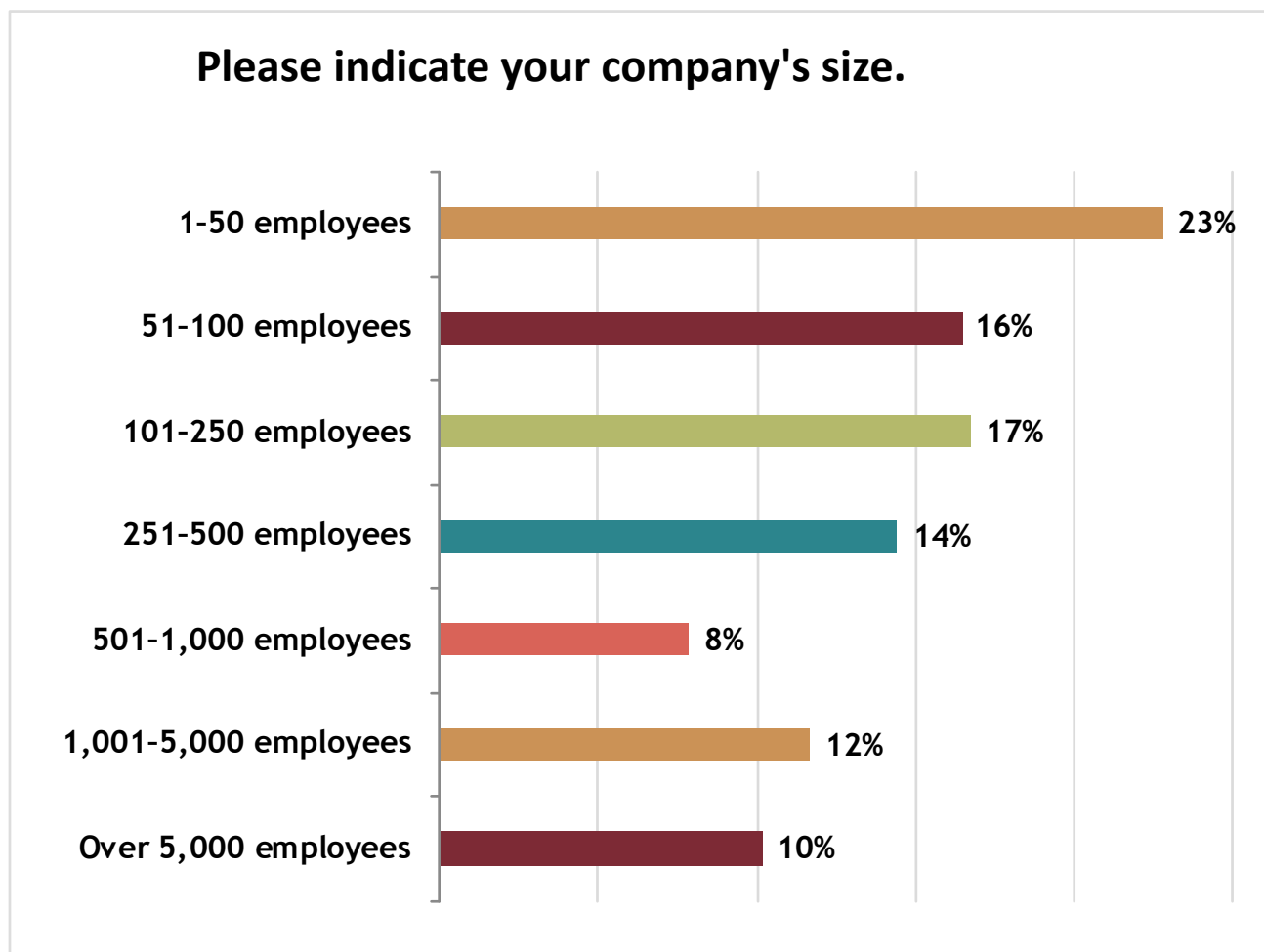
Industry

Survey takers hail from a number of industries. Those most represented are the health care and social assistance (16%), manufacturing (14%), and professional, scientific, and technical service (11%) industries. You can see the full list below.

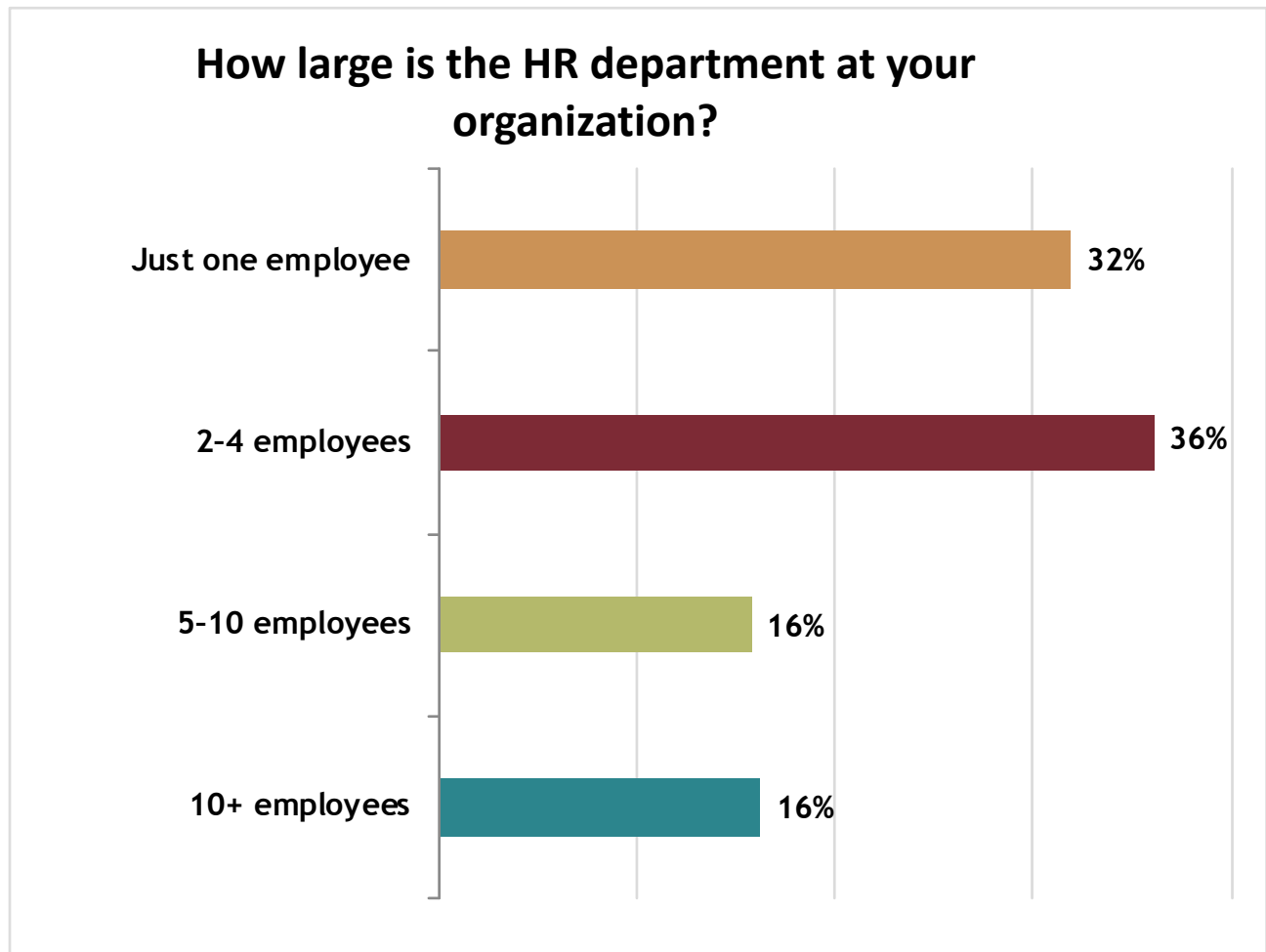| Please select the industry category that best describes the nature of your business.	Response Percent
Health Care and Social Assistance	16%
Manufacturing	14%
Professional, Scientific, Technical Services	11%
Other Services (except Public Administration)	14%
Finance and Insurance	6%
Educational Services	8%
Public Administration	4%
Transportation and Warehousing	3%
Retail Trade	4%
Information (Media, Data, Telecommunication)	3%
Wholesale Trade	1%
Accommodations, Food Service	3%
Construction	5%
Utilities	1%
Real Estate and Rental and Leasing	2%
Agriculture, Forestry, Fishing, and Hunting	2%
Arts, Entertainment, and Recreation	2%
Mining, Quarrying, and Oil and Gas Extraction	1%
Administrative and Support Services	1%
Management of Companies and Enterprises	2%
Waste Management/Remediation Services	0%

Position

The majority of survey takers were managers (53%), with another 19% being executives. You can see the full results in the graph below.

What best describes your position at your company?

Position	Percentage
Executive (VP or higher)	19%
Manager	53%
Supervisor	6%
Staff-level employee	15%
Other	7%

HR Department Size

The majority of respondents (36%) came from HR departments with 2–4 employees, just one employee (32%), and were evenly split between 5–10 and 10+ employees at 16% each.

How large is the HR department at your organization?

Just one employee	32%
2-4 employees	36%
5-10 employees	16%
10+ employees	16%

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Our *HR Daily Advisor* surveys are designed by our in-house team of HR experts. Once survey questions are determined and tested, the survey is ported to the SurveyMonkey® platform. Our survey population base is the 250,000 or so customers of our parent company, BLR®. Customers are notified of the survey through e-mails. They then click a link that takes them to the survey.

Surveys typically stay open for 3 weeks, although data show that most responses are received within a few days of the announcement of the availability of the survey. Surveys may stay open longer than 3 weeks for further data collection.

Analysis is usually straightforward, reporting on responses and percentages of those responses. We strive to present data in clear, easy-to-understand charts and tables.