



# Hire, Retain, & Develop Future Leaders




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INSURANCE



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- Attend 90% of the session
- Fill out the online evaluation

# Relationships

## Relationships

- 46% of working professionals are considering quitting in 2024<sup>1</sup>
  - Higher than the 40% who said the same ahead of the 2021-2022 Great Resignation<sup>2</sup>
- 45% cite higher income as the reason<sup>1</sup>
  - Average pay increase for job switchers: 10% in March 2024
  - Real hourly earnings increase: 1.1% in February 2024
    - Real hourly earnings – wages after accounting for inflation
- Engagement lowest in a decade<sup>3</sup>
  - Younger workers and women – the most unhappy

<sup>1</sup>Kiplinger, pub. May 2024 | Nearly 50% of Workers Think About Quitting, Study Shows  
<sup>2</sup>CNBC, pub. May 2024 | Nearly 50% of People are Considering Leaving their Jobs in 2024 – More than During the 'Great Resignation'  
<sup>3</sup>Harvard Business Review, November 2023 | Creating a Happier Workplace is Possible – and Worth It

## Relationships

- High Community Index = 62% increase in employee-estimated tenure<sup>1</sup>
  - 252% increase in Teams Meetings
  - 2,900% increase in daily active Zoom users
- Not engaged or actively disengaged employees:<sup>2</sup>
  - Account for \$1.9 trillion in lost productivity nationally
  - 50% of employees were not engaged in 2023 (quiet quitting)
  - Less than 40% of workers younger than 35 are actively engaged with their company



<sup>1</sup>Harvard Business Review, November 2023 | Creating a Happier Workplace is Possible – and Worth It  
<sup>2</sup>Gallup, January 2024 | In New Workplace, U.S. Employee Engagement Stagnates

## Relationships

- 70% of all U.S. employee turnover is voluntary
  - Over 50 million U.S. workers quit in 2022
  - 36% quit without securing a new job
- 55.5% of organizations have difficulty hiring or retaining employees
  - On average, employees remain with a company 4 years
  - Replacing an employee can cost up to 4x their annual salary
  - Takes 2 years for an employee to be fully productive in a role
- 82% of employees would quit due to a bad manager
  - 10.4x more likely to quit from a toxic workplace culture
  - 2x more likely to convince coworkers to quit if they're burnt-out



Applauz Resources, November 2023 | 27 Employee Turnover Statistics that might Surprise You

## Relationships

- On average a happy, engaged workforce are:
  - 20% more productive
  - 21% more profitable
- Top 20% engaged teams:
  - 59% reduction in turnover
  - 41% reduction in amount of absenteeism



WellSteps Effective Employee Wellness Solutions, June 2024 | Why are Happy Employees more Productive in the Workplace?

## Employee Turnover

- Costs to Your Business?
  - Ads to Post Position
  - Recruitment Agencies
  - Background Checks
  - Drug Testing
  - Overtime Pay
  - Temporary Help
  - Training Costs



## Employee Turnover

- Other expenses?
  - Productivity
  - Learning Curve
  - Customers
  - Organizational Knowledge



## Employee Turnover

- Employee Selection Process
- Relationship Starts with the Interview
- Reference Checks



## What Do Employees Want?

1. Communication
2. Fair Pay
3. Job Security
4. Appreciation
5. Fairness
6. Balanced Work Schedule
7. Competent Managers
8. Opportunity for Advancement



Your most important  
relationship...

*is with your  
employees.*



## Relationship with Customers

- Satisfied Employees = Satisfied Customers
- Why do your customers buy from you?
- How do you communicate with your customers?
- How do you add value for your customers?



## Relationship with Business Partners

### Your Business Partners:

- Attorneys
- CPAs
- Insurance Agents
- Vendor Suppliers

### Federated Business Partners:

- Associations
- Buying Groups
- Policyholders
- Advisory Council

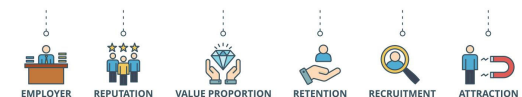


What can I do to  
**improve the quality of people**  
I hire onto the team?

## Quality Attracts Quality

- Quality Organizations need Quality Leaders
- How are you currently promoting your organization to potential candidates and business partners?
  - Word of mouth or professional piece highlighting the organization?

### EMPLOYER BRANDING



## Corporate Culture

- What is your corporate culture?
- What differentiates you from other companies in the same business?
- What do you stand for?
- What makes you unique?



## Ways to Attract Quality Talent

1. Find your future business partners
2. Keep your eyes open
3. Establish an employee referral bonus
4. Build centers of influence in your community
5. Offer and promote non-traditional benefits
6. Highlight current benefits

### EMPLOYER BRANDING



## Effective Hiring Policies

1. Job Interviews
2. Candidate's Motivations
3. Multiple Interviews
4. Job-Related Simulations
5. Two to Hire, Two to Fire
6. Corporate Kit
7. Screening: Application, References, Background



Career-minded people are looking for companies that invest in **continuous training** of their employees and want organizations with **achievable advancement** opportunities.





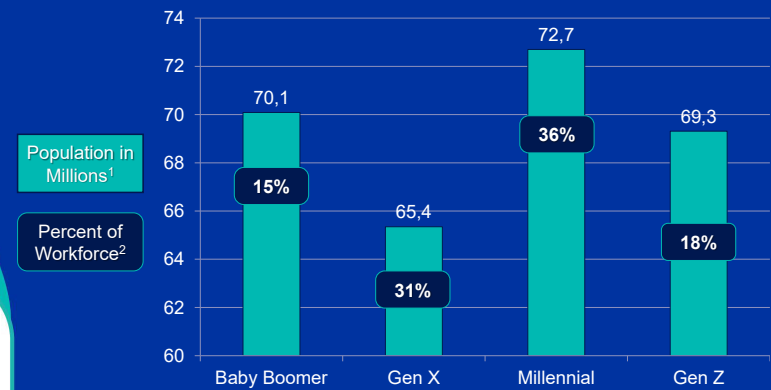
## Employee Retention

- Cost of replacing an employee:  
*Roughly **4x** their annual salary\**
- Training helps employee retention
- Things to remember...



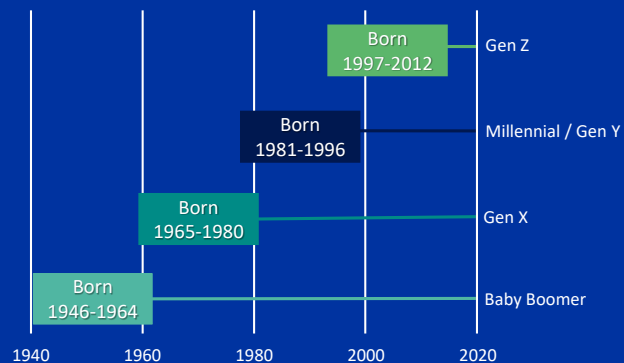
\*Applauz Resources, November 2023 | 27 Employee Turnover Statistics that might Surprise You

## Multi-Generational Workforce



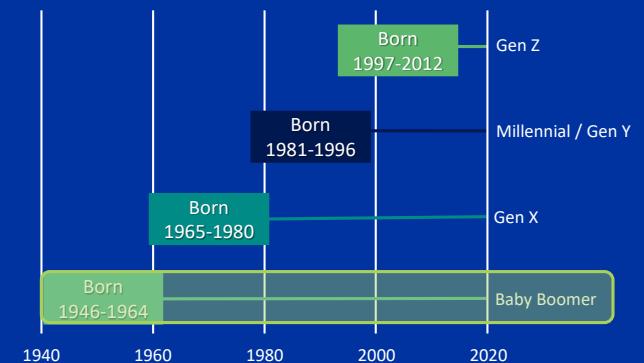
<sup>1</sup>Statista, pub. August 2024: Resident Population in the United States in 2023, by Generation | Accessed February 2025  
<sup>2</sup>U.S. Department of Labor – Trendlines issue no. 11, pub. August 2024: Changes in the U.S. Labor Supply | Accessed February 2025

## Multi-Generational Workforce

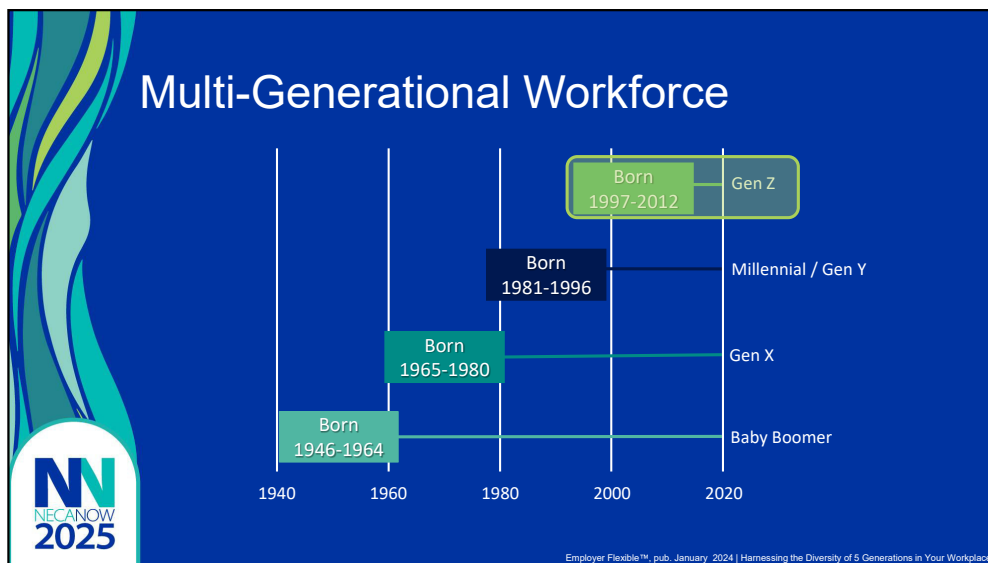
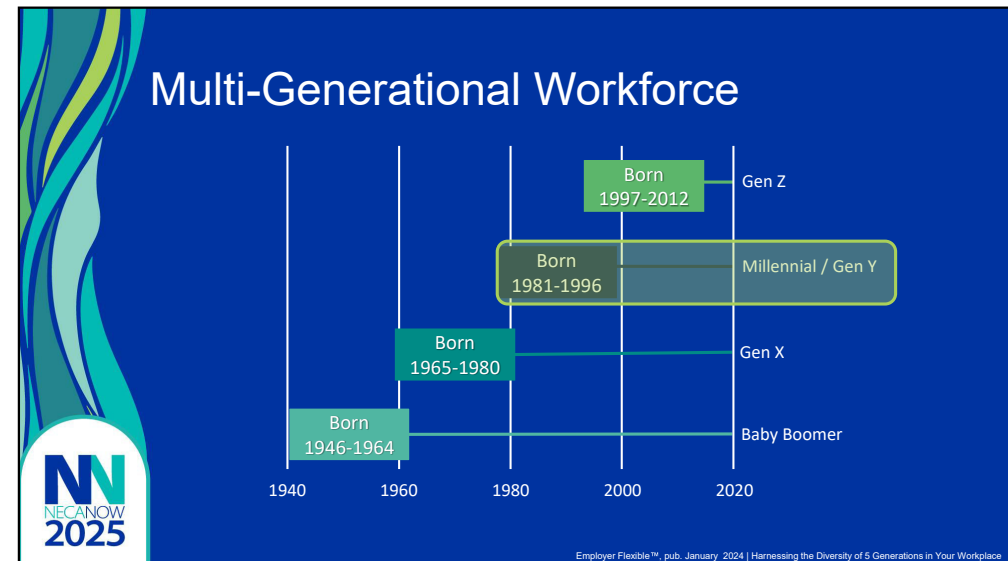
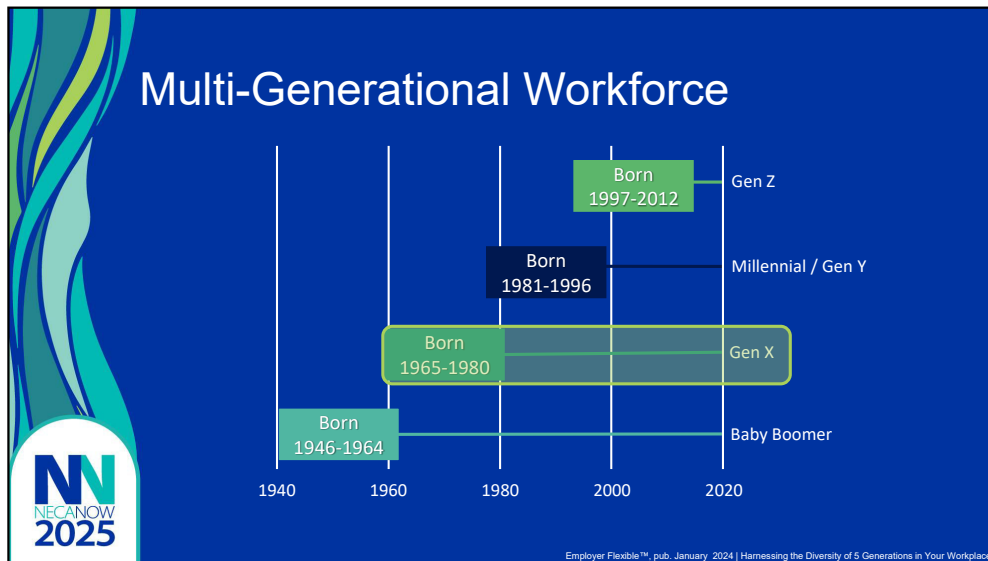


Employer Flexible™, pub. January 2024 | Harnessing the Diversity of 5 Generations in Your Workplace

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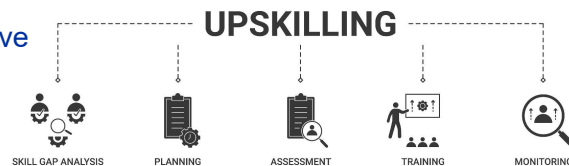


## Hiring, Training, & Performance Management

Two Findings should Emerge:

1. Present Training Needs
2. Future Training Needs

- Build with Who You Have
- Invest in Future Talent



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Indeed, pub. 2023 | How to Identify Employee Training and Development Needs

## Hiring, Training, & Performance Management

1. Set Clear Expectations
2. Monitor Performance
3. Gain Feedback
4. Conduct Extensive Analysis
5. Personal Development Plans
6. Organize Focus Groups
7. Mentoring Programs



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Indeed, pub. 2023 | How to Identify Employee Training and Development Needs

## Background Screening

What is Negligent Hiring?

- Negligent hiring claims can be:
  - Disruptive to business
  - Avoidable
- Employers lose 75% of negligent hiring cases<sup>1</sup>
  - Settlements averaging \$1 million<sup>1</sup>
  - 35 states allow lawsuit brought under theory of negligent hiring<sup>1</sup>
- 77% of employers have a documented background screening policy<sup>2</sup>
  - 49% do background checks only during hiring process<sup>3</sup>
  - 12% conduct background checks annually<sup>3</sup>



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<sup>1</sup>Zurich | Negligent Hiring: How to Reduce Your Chances of Hiring a Claim  
<sup>2</sup>VeriFirst Background Screening, LLC, pub. July 2023 | Surprising Statistics About Employment Background Checks  
<sup>3</sup>DataProt, pub. February 2024 | Must-Know Background Check Statistics for 2024

## Help Prevent Negligent Hiring with Proper Screening

- Criminal Super Search
- Sex Offender Registry
- SSN Verification Database
- Terrorist Database
- Single County Criminal Search
- Motor Vehicle Reports
- Education Verification
- Credit Report
- Employment Verification
- Professional Licenses
- Address History



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## Prospective Employees

- Hiring Checklist
- Application for Employment
- CDL Supplement
- Driver Inquiry Authorization
- Notice of Adverse Employment Action
- Interview Questions
- Conditional Job Offer
- Drug and Alcohol Release Form



## Training Supervisors

- Policy and Program
- Legally Sensitive Areas
- Recognize Problems
- Document
- Confidential
- Refer Appropriate Services
- Reintegrate into Workplace
- Provide Training



## Current Employees

- Current Employee Checklist
- Orientation Checklist
- Position Descriptions
- Performance Review
- Anti-Discrimination Policy
- Harassment Policy
- Incident Reporting Form
- Notification of Policy Violation



## Best Practices

- Centralization
- Provide Manager Training
- Continuous Recruitment
- Employee Screening Tools
- Patterned Interviews
- Ask the Receptionist
- Escort Them to Their Car
- Two to Hire, Two to Fire
- Background Checks
- Drug and Alcohol Testing
- Annual Summary of Benefits
- Exit Interviews



# Hire Wisely



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