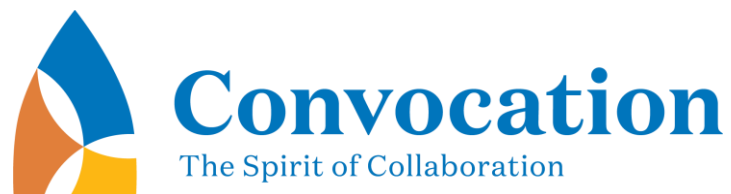


Steps a Diocese can take to Attract, Engage and Retain Employees

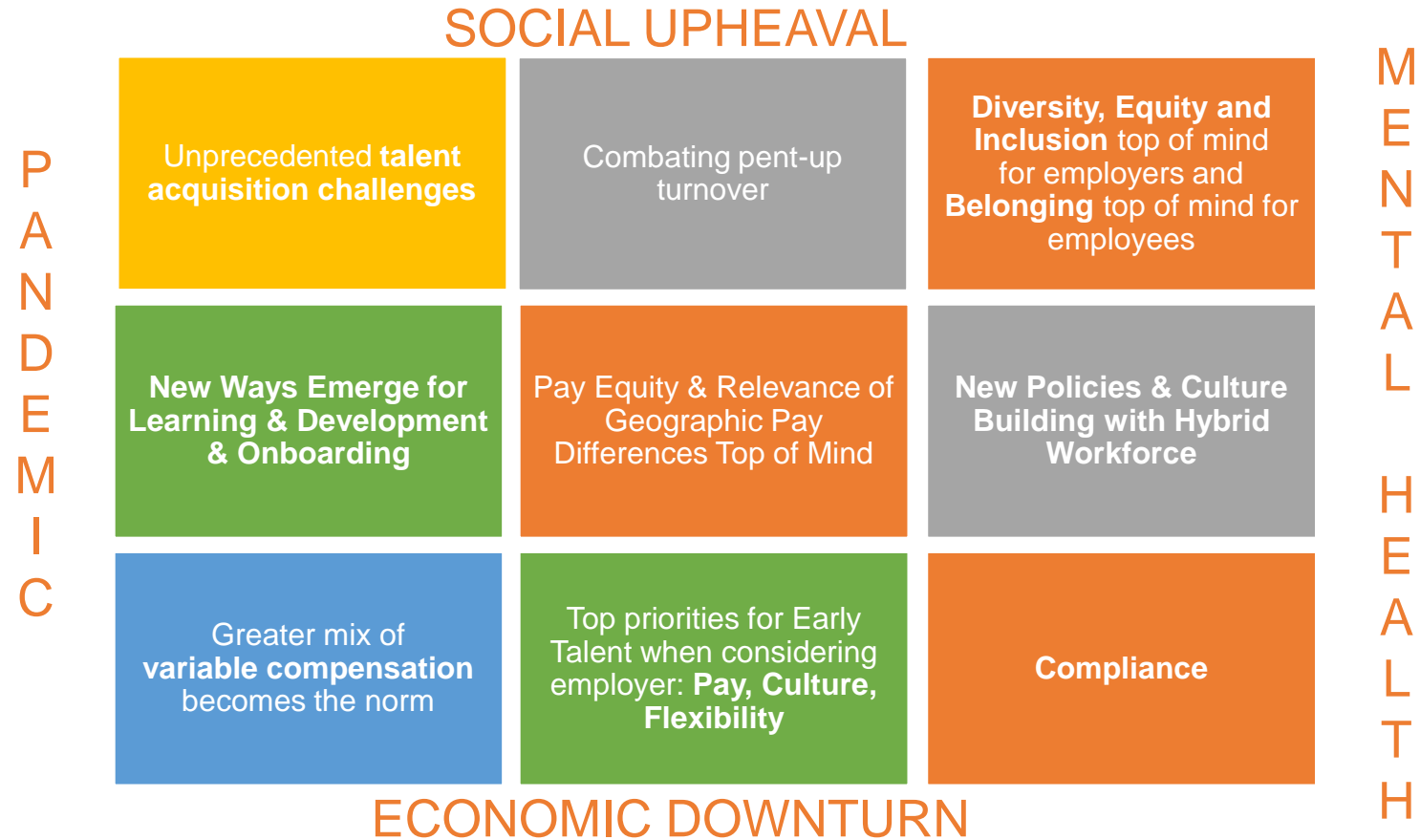
Kevie Mikus, SHRM-SCP, SPHR
Gallagher

Regional Area Vice President,
HR & Compensation Consulting



Wellness Activity

Critical Issues Facing HR Leaders



Sources: Gallagher's "2020 Benefits Strategy & Benchmarking Survey – U.S. National Report," September 2020; Gallagher's "COVID-19 Pulse Survey Part 2: Employer Response", April 2020
Organizational Wellbeing and Resiliency Through a Crisis", September 2020

Shifting Organizational Priorities

Top HR & Operational Priorities



SOURCE: Gallagher's 2021 Workforce Trends Report Series | People & Organizational Wellbeing Strategy

Organizational Wellbeing

Everything that affects an organization's success

It's all connected!



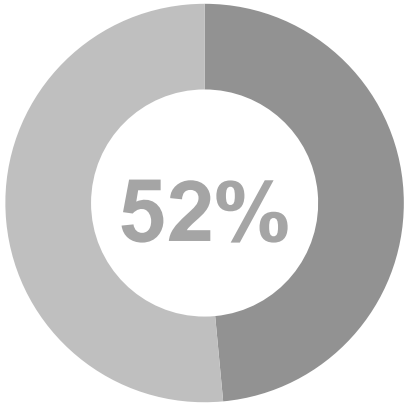
Today's Pressing Points



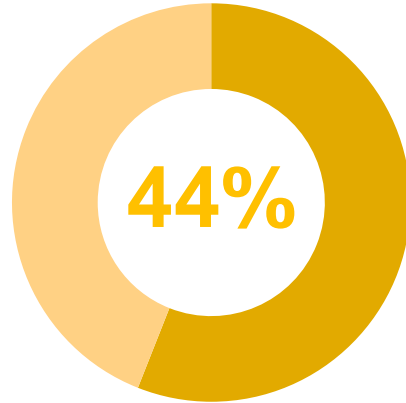
Recruiting Talent

The Changing Job Market

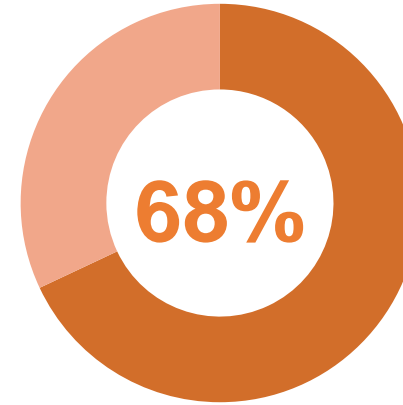
Data suggests pent-up turnover driving significant movement:



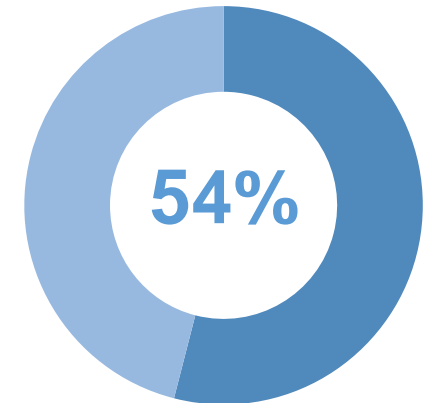
of US workers are considering a job change this year.



have actual plans in place to leap.



of currently employed workers value remote work and work-from-home options.



Flexibility will impact whether I stay at my organization

Full Time Employee Turnover 2020+

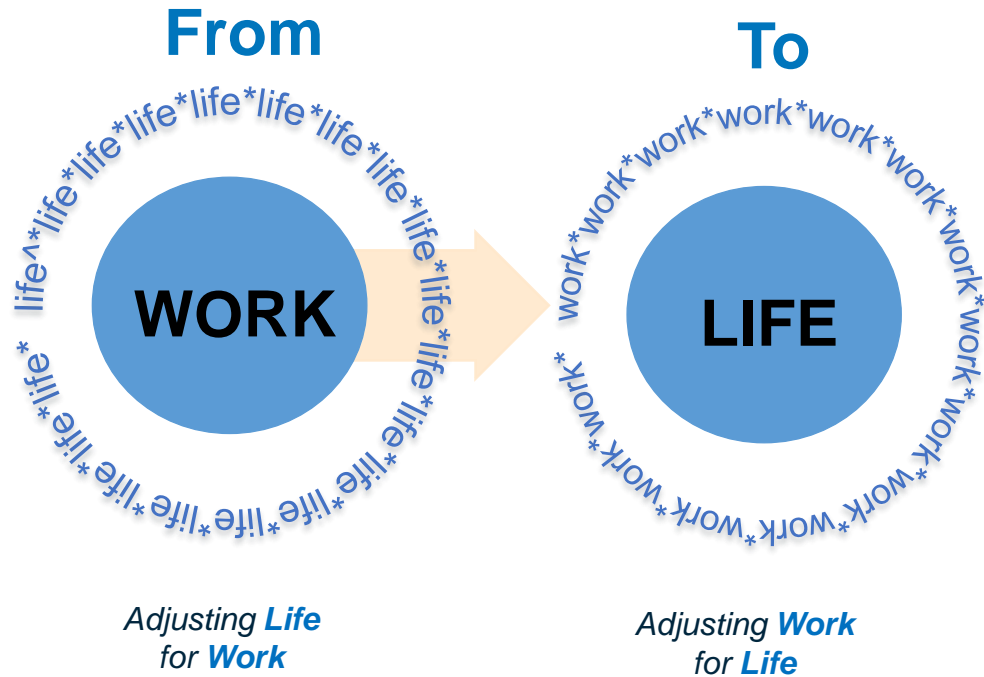
Pandemic + Generational Shift = CHANGE

- Nearly **4 in 10** employers experienced turnover of **15%** or more in 2020
- Actual turnover defied early expectations, with **13%** instead of **4%** of employers experiencing a rate of **30%** or more
- An additional **25%** had turnover of **15 – 29%**
- Retirement of key leaders is another pandemic consequence
- Aging out and retirement of of the workforce is part of what is contributing to the generational shift



Source: Gallagher's 2021 Workforce Trends Report Series: People & Organizational Wellbeing Strategy, June 2021

How do we attract & retain with limited resources?



Shift the Paradigm

- Mission based organizations have an under-utilized employee value proposition if deployed
- Use mission not only to tell the organization's story externally but also to frame all organization decisions and programs
- How we live our mission in how we work with each other and how this is shows up in our culture

Recruitment Challenges.. Who You Gonna Call?

Ghostbuster Considerations to Solve Recruitment Challenges

- Revisit employee referral programs (monetary award & branding)
- Schedule speed recruiting sessions with your top talent
- October is National Disability Employment Awareness Month
- Leverage your website to tell your STORY.



Recruitment Challenges.. Who You Gonna Call?

Ghostbuster Considerations to Solve Recruitment Challenges

- Create Internal Ambassador Program
- Don't recruit from your job descriptions – create an Opportunity Prospectus!
- Profile your superstars
- Create a private YouTube Channel
- Emphasize the 3 T's (Time, Treatment, Transparency)
- Conduct a recruitment process audit
- Proactively source superstars – they are rarely actively looking!



Retaining Talent

Exceptional Employee Experience = Retention

Who Are You as a Talent Entity?

- Spend time gathering the right data – workforce intelligence, employee engagement, benefit preference, stay interviews – so you can make the right decisions.
- Assess existing policies and procedures that may hamper your ability to retain employees
 - Stale paid time off
 - Over-burdensome decision making hierarchies
 - Rigidity in where work gets done
 - Lack of supportive well-being frameworks



Monitor & Manage The Ever Changing Engagement & Retention Drivers

- At this point in 2022, drivers of **engagement** at a thematic level tend to include:
 - Confidence in the organization and its products/services
 - Trust in senior leadership
 - Relationship health and overall connectivity with managers/supervisors
 - Sound career development pathways
- However, drivers of **retention** focus more on a mixture of resiliency & wellbeing factors:
 - The ability to manage and control work pressure, such as work volume
 - Equitable distribution of work
 - Ability to balance work and personal obligations
 - Appropriate staffing to handle work
 - Feeling supported by others and knowing where to turn for support
 - Benefits aimed at work flexibility
 - Access to effective tools & resources to manage work efficiently



Rewarding Talent – Compensation & Total Rewards Insight



THE EVOLUTION OF TOTAL REWARDS

A Generational Approach



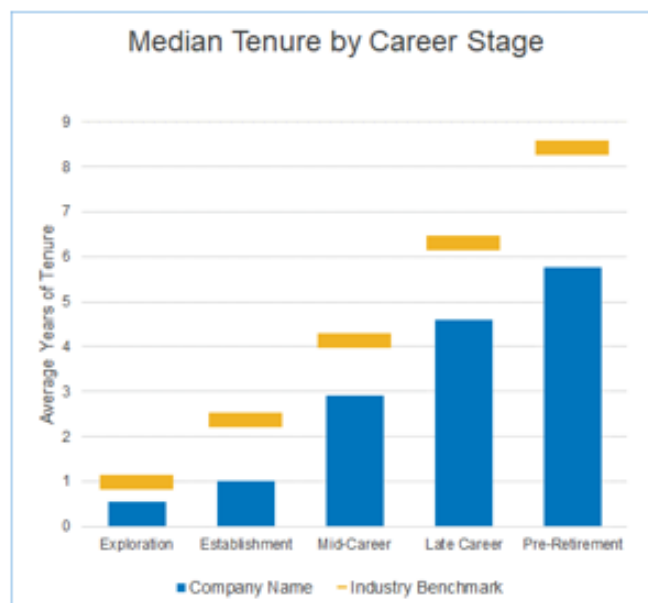
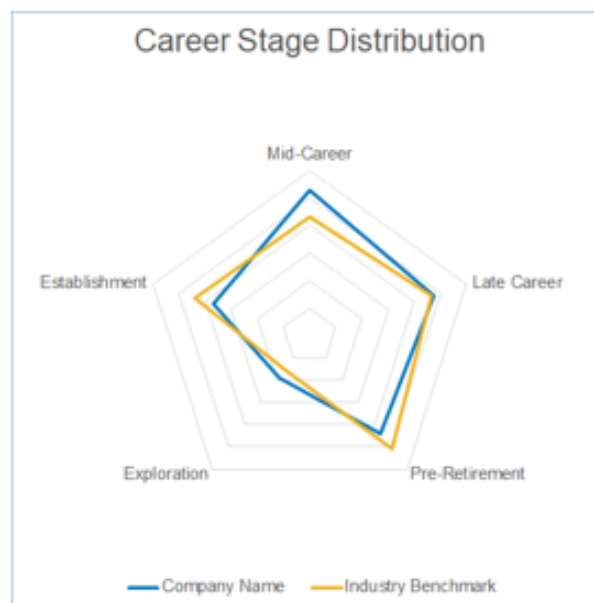
HAVE YOU ANALYZED THE GENERATIONAL DEMOGRAPHICS OF YOUR WORKFORCE?

1. YES
2. NO

IF YES, ARE YOU USING THIS INFORMATION TO INFORM YOUR TOTAL REWARDS STRATEGY?

1. YES
2. NO

Workforce Career Stages & Insights



Career stage distribution should be considered when developing human capital strategies

- Comparing your career stage distribution to industry benchmarks can provide actionable insight into both current and future issues
- High concentrations of Late Career and Pre-Retirement stages will increase the likelihood of age-related chronic conditions, cancer and increased Rx utilization
- Benefits design, compensation, succession planning, recruitment and training are all important aspects of maintaining a healthy career stage distribution

Career Stages	Exploration (Under 25)	Establishment (25-34)	Mid-Career (35-44)	Late Career (45-54)	Pre-Retirement (55+)
# of Employees	39	76	109	98	91
% of Your Company	9%	18%	26%	24%	22%
Industry Benchmark	8%	22%	22%	23%	25%
Average Tenure	0.6	1.0	2.9	4.6	5.8
Benchmark	1.0	2.4	4.1	6.3	8.4

1.0%

Current employees at retirement age

5.8%

Employees at retirement age in 5 years

Median Tenure (Years) by Industry

Industry Benchmark: 5.1 years

Company Name: 2.6 years



Convocation

The Spirit of Collaboration

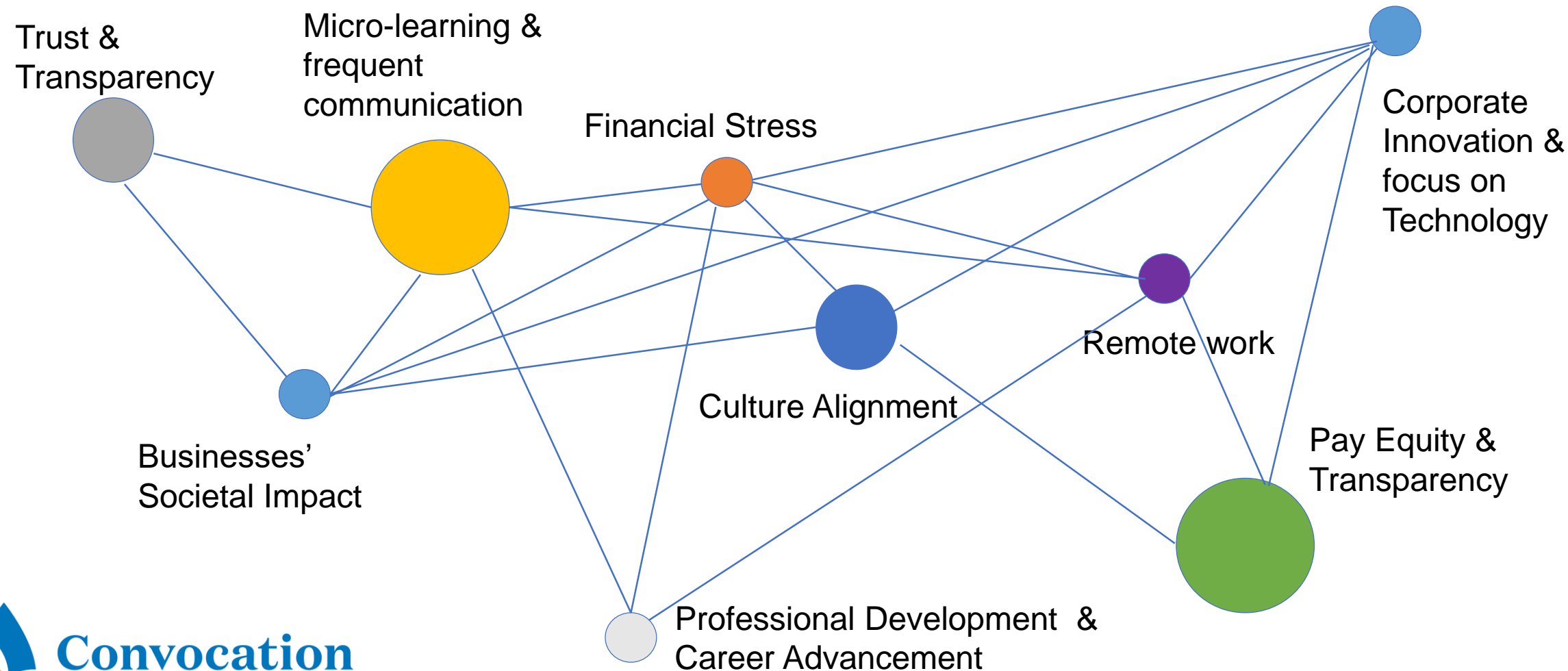
Paradigm Shift

Change the focus from
generational differences
to that of leveraging
shared values across
your workforce.

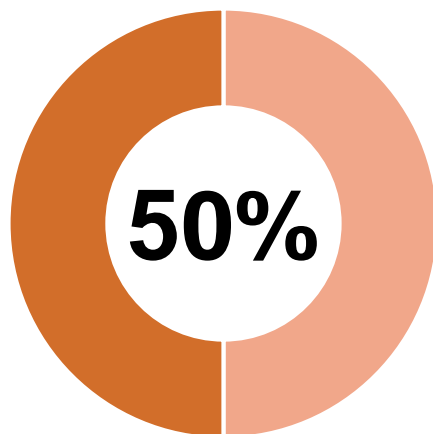


Connecting the Dots

Shared Values & Concerns



The NEW Employer Value Proposition



of employers are
refreshing their
Employee Value
Proposition

Historic	New
Transactional	Inspirational
Get & Give	What & Why
Deal	Promise

Source: Gallagher's COVID-19 Pulse Survey #6: The Caregiver Crisis, November 2020

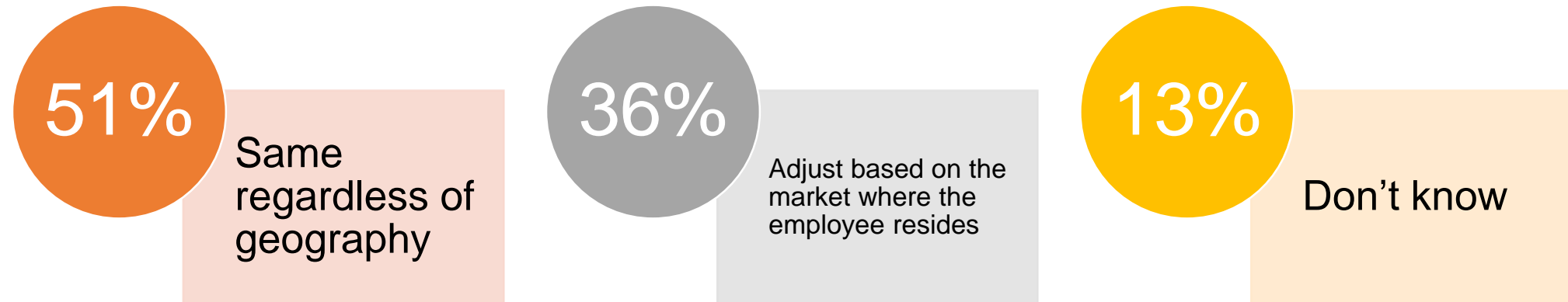
How Are Employers Responding?

	Already In Place	Not In Place, But Considering	Not in Place, Not Considering
PHYSICAL & EMOTIONAL WELLBEING			
Parity between benefits available for employees, spouses, and partners	67%	15%	18%
Equal health coverage for transgender individual's without exclusion for medically necessary care	50%	21%	29%
CAREER WELLBEING			
Expanded paid holidays and religious observations	41%	19%	40%
Diversity training for Managers	48%	45%	7%
Soft skill training for Managers that includes leading with empathy, compassion and authenticity	37%	56%	7%
Employee resource groups or affinity groups	26%	37%	37%
Hiring a diversity leader	18%	17%	65%
Establishing a diversity council	34%	25%	41%
CAREER WELLBEING - COMPENSATION			
Inclusion of diversity metrics in executive performance/compensation evaluations	11%	50%	39%

What about Pay?

Competing in your labor markets and beyond

Which best describes your approach to compensating fully remote roles?



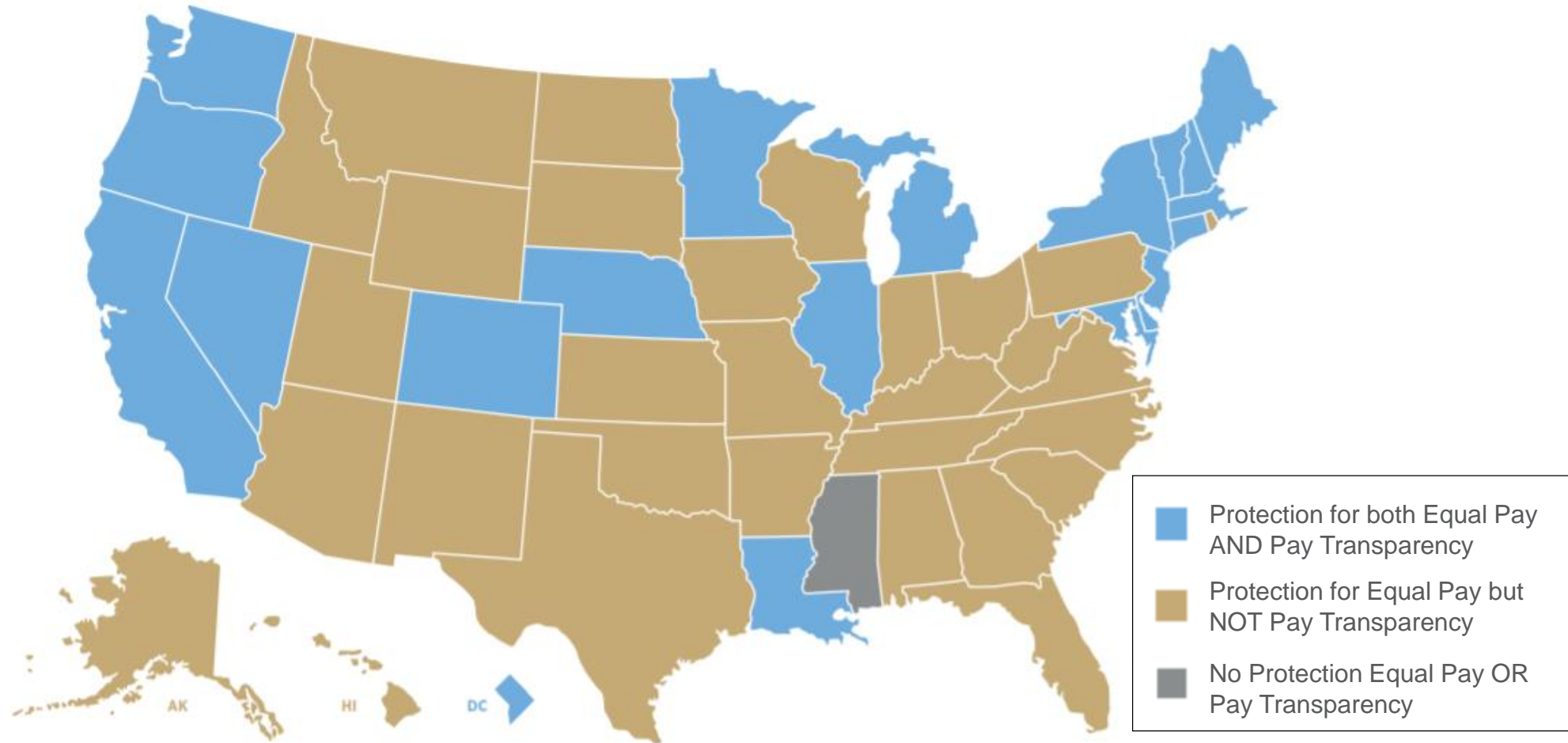
Pay Transparency & Marketing

Example from a large hospitality employer:

They have "now hiring" signs in stores that spell out exactly what you'll make per hour:

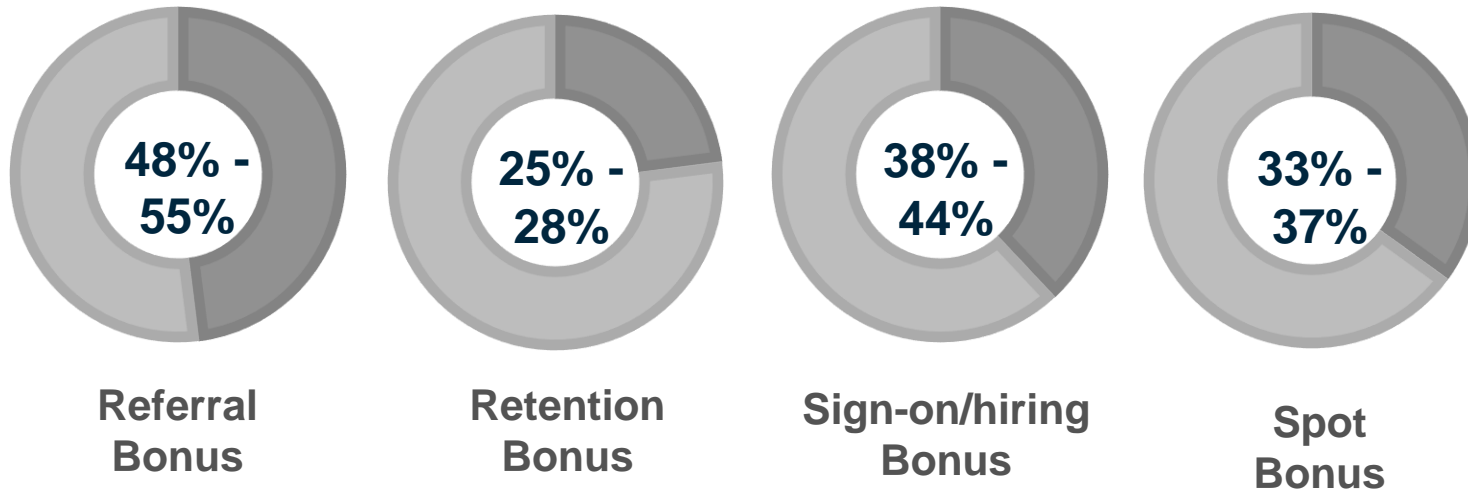
- Cashier or Gift Associate: \$13 to \$15.
- Food Service, Maintenance or Car Wash: \$15 to \$17.
- Team Leader: \$15 to \$19.
- Assistant: \$18 and up.
- 40+ hour workweeks available.
- 3 WEEKS PAID TIME OFF: Use it, cash it, roll it.

© 2011 Pearson Education, Inc.



Variable Pay

We continue to see variable pay used as a key lever as employers struggle to attract and retain top talent.



*Other programs
used in addition to
STI*

*US Average vs.
Southeast Region*

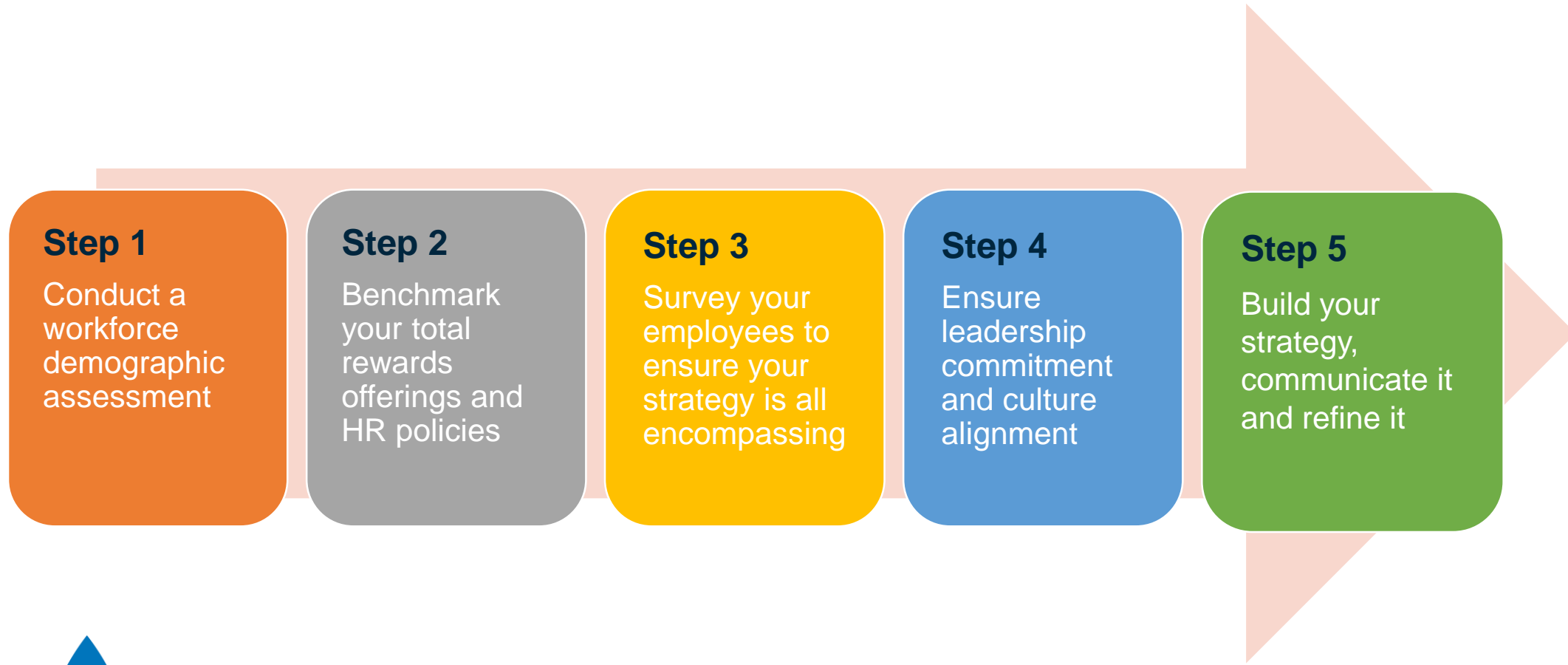
Managing Compensation Costs with Limited Funds

- Don't focus on increase budgets – focus on getting people paid right
- Update salary structure and job classifications reflecting:
 - Market inflation
 - Job changes, including new jobs
- Pay transparency ?
- Total Comp Statements help to serve as a communication & education tool



That is what I want to pay them, so go find me a survey that supports it.

Planning Your Attraction & Retention Strategy

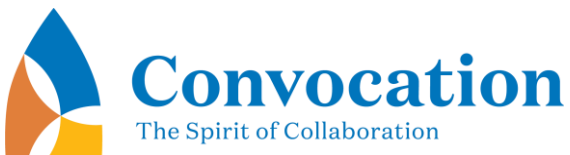




Discussion

Thank you.

Kevie Mikus, SHRM-SCP, SPHR
Gallagher
Regional Area Vice President
Kevie_Mikus@ajg.com



The information contained herein is offered as insurance industry guidance and provided as an overview of current market risks and available coverages and is intended for discussion purposes only. This publication is not intended to offer legal advice or client-specific risk management advice. Any description of insurance coverages is not meant to interpret specific coverages that your company may already have in place or that may be generally available. General insurance descriptions contained herein do not include complete insurance policy definitions, terms, and/or conditions, and should not be relied on for coverage interpretation. Actual insurance policies must always be consulted for full coverage details and analysis.

Insurance brokerage and related services to be provided by Arthur J. Gallagher Risk Management Services, Inc. (License No. 0D69293) and/or its affiliate Arthur J. Gallagher & Co. Insurance Brokers of California, Inc. (License No. 0726293).