

STABILITY + SECURITY

MAXIMIZING EMPLOYEE RETENTION TO DRIVE ORGANIZATIONAL SUCCESS



Working for a stable company and job security are two of the most important aspects of any company's work environment.

Athens has found that these factors have a great impact on employee retention, a critical component in achieving long-term business success.

WHY IT'S IMPORTANT TO HAVE A STABLE WORK ENVIRONMENT

While a stable work environment is a critical factor in determining employee retention and overall satisfaction, it also drives key organizational outcomes:

- **Superior Client Service**

Happy employees = happy clients.
Job security and a stable work environment enable team members to focus on client service and how best to serve their needs and exceed expectations.

- **Employee Productivity**

Healthy employees = a healthy company.
Physical, social, emotional and financial health are

increased in a stable work environment. This allows people to consistently do their best work over time while minimizing sick time, burn-out and workforce turnover.

- **Pay it Forward Culture**

Charitable employees = a charitable company.
Volunteering is essential to an employee's well-being which in turn boosts morale and the overall company culture. Companies which sponsor and support volunteer activities experience a better overall stable working environment and higher employee retention rates.

WHAT EMPLOYERS CAN DO TO CREATE A STABLE WORK ENVIRONMENT

There are several key components of the organizational experience that help create and maintain a stable work environment:

- **Communicate a Clear Vision + Sense of Purpose**

Employees want to feel like they are a part of the bigger picture. Explaining their direct impact, and how they fit into the overall mission and strategic goals of the company create a sense of purpose and belonging that drives increased retention.

STABILITY + SECURITY (CONTINUED)

• Express Gratitude + Appreciation

Showing appreciation through recognition of employee contributions has a positive impact on retention. A formal performance evaluation process that provides ongoing feedback and positive outcomes (e.g. annual raises, bonus opportunities, extra time off incentives) makes employees feel acknowledged and valued.

• Encourage Acquisition of New Skills

Providing employees the ability to learn and develop new skills is a key factor in both satisfaction and retention. Professional growth and earning opportunities through career development, mentoring, leadership coaching, and new supervisory/leadership training programs all support a stable work environment that encourages team members to maximize their ability to make a meaningful contribution to the organization.

WHY EXAMINER STABILITY IS KEY TO A SUCCESSFUL RISK MANAGEMENT PROGRAM

While employee stability is important to the overall health of an organization, examiner stability is just as important on a risk management program for many reasons:

- Continuity/consistency on claim files
- Dependability
- Adaptability
- Ownership
- Legacy knowledge of program
- Accountability for caseload
- Integrity and trust
- Relationship with client and all other partners

• Identification of Potential Hazards

An examiner who is familiar with your line of business, job hazards and your overall risk management philosophy may be able to effectively help you manage potential hazards on your program which would help mitigate future exposures. This provides stability and ensures everyone a safe workplace.

HOW ATHENS CREATES HIGH EMPLOYEE SATISFACTION AND STABILITY

With over 300 employees, Athens is proud to have a remarkable 90% retention rate and been awarded “Best Places to Work” kudos year after year. We continually focus on corporate growth by creating effective strategies and developing a strong organizational culture based on our vision of **People, Powered.**

Key values that create employee satisfaction, support stability and drive our amazing retention rate include:

• Empowered + Transparent Leadership

Our leadership team is evaluated on connecting with employees, empowering them to do great work and creating a sense of camaraderie.

There is a budget for team building events and activities to create a culture of engagement. No excessive layers of management – our size and focus enable effective and quick decision-making without the “red tape” of entrenched bureaucracies and fossilized management.

• Employee Motivation

Success is important to employees and keeps them engaged. We provide meaningful work and focus on the creation and support of winning teams. Throughout the Athens’ offices, we publicly celebrate success through a variety of initiatives:

› WALL OF FAME

Televisions in our offices broadcasts ongoing client appreciation notes and successes.

› QUARTERLY TOWN HALL MEETINGS

Employees are recognized for their achievements in front of the entire company.

› EMPLOYEE OF THE QUARTER RECOGNITION PROGRAM

Winners receive a cash bonus after being elected by their peers for their achievements.

STABILITY + SECURITY (CONTINUED)

• **Encouragement of New Ideas**

We understand the value of implementing new ideas that our employees deem most important. To that end, Athens holds focus groups on a regular basis that result in implementation of 75% of ideas generated.

Annual leadership meetings in which employee engagement/development ideas are discussed and implemented further communicate our commitment to a progressive leadership style that values forward-thinking and inclusion.

By understanding our employees' needs for stability and security, we've developed a comprehensive, industry-leading benefits structure that respects balance, supports achievement and rewards exceptionalism.

Some highlights include:

- Compressed work-week schedules and flex-time options
- An increased 401(k) employer plan contribution
- Annual incentive awards
- Recognition and service awards program

Over the years, Athens has learned that a stable and secure culture is open-minded and adaptive. Listening to employee's needs and incorporating them into the company's practices and procedures are key to achieving a healthy company culture and long-term success.



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