



S3
MANAGEMENT
GROUP



Recruiting, Managing, & Retaining A Healthy Workforce: Minimizing Employee Risk in the Workplace

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Employee Risk: What is it?

Definition: Employee Risk is the potential for current, prospective, or prior employees to derail the execution of an organization's strategic and operational objectives

Employees are a company's greatest asset, yet they bring the greatest risk. Addressing risk directly improves hiring, retention, culture, and profitability.

"Almost everything that can go wrong in a business has a human capital component.

-DAVID CREELMAN, CEO, CREELMAN RESEARCH

What is Employee Risk?



The Cost of Employee Risk

The average cost of hiring a new full-time employee ranges from \$4,000 - \$20,000

The average cost to replace a salaried employee is six to nine months of their salary.

In 2022, the overall cost of voluntary employee turnover amounted to over \$1 trillion.

The average cost of settling out of court for an employment claim is \$75,000.

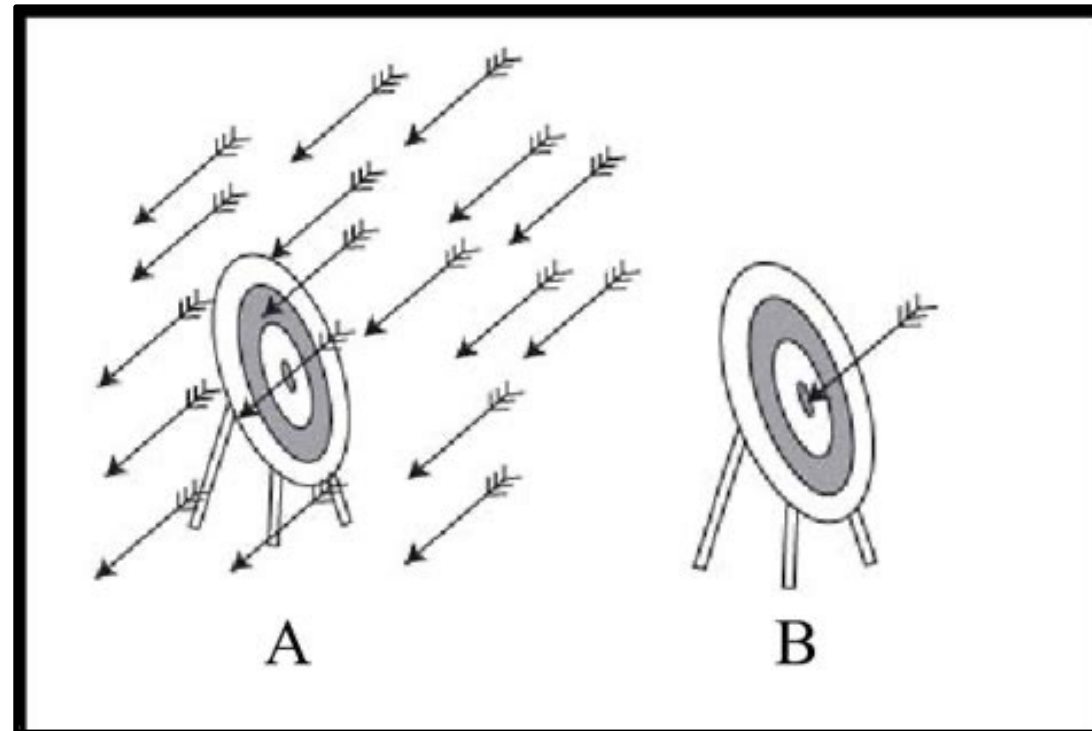
The average jury award for an employment-related case is \$217,000

The average cost of a disengaged employee is \$16,000 per year

Productivity losses *related to stress* cost employers \$225.8 billion, or \$1,685 per employee, each year.

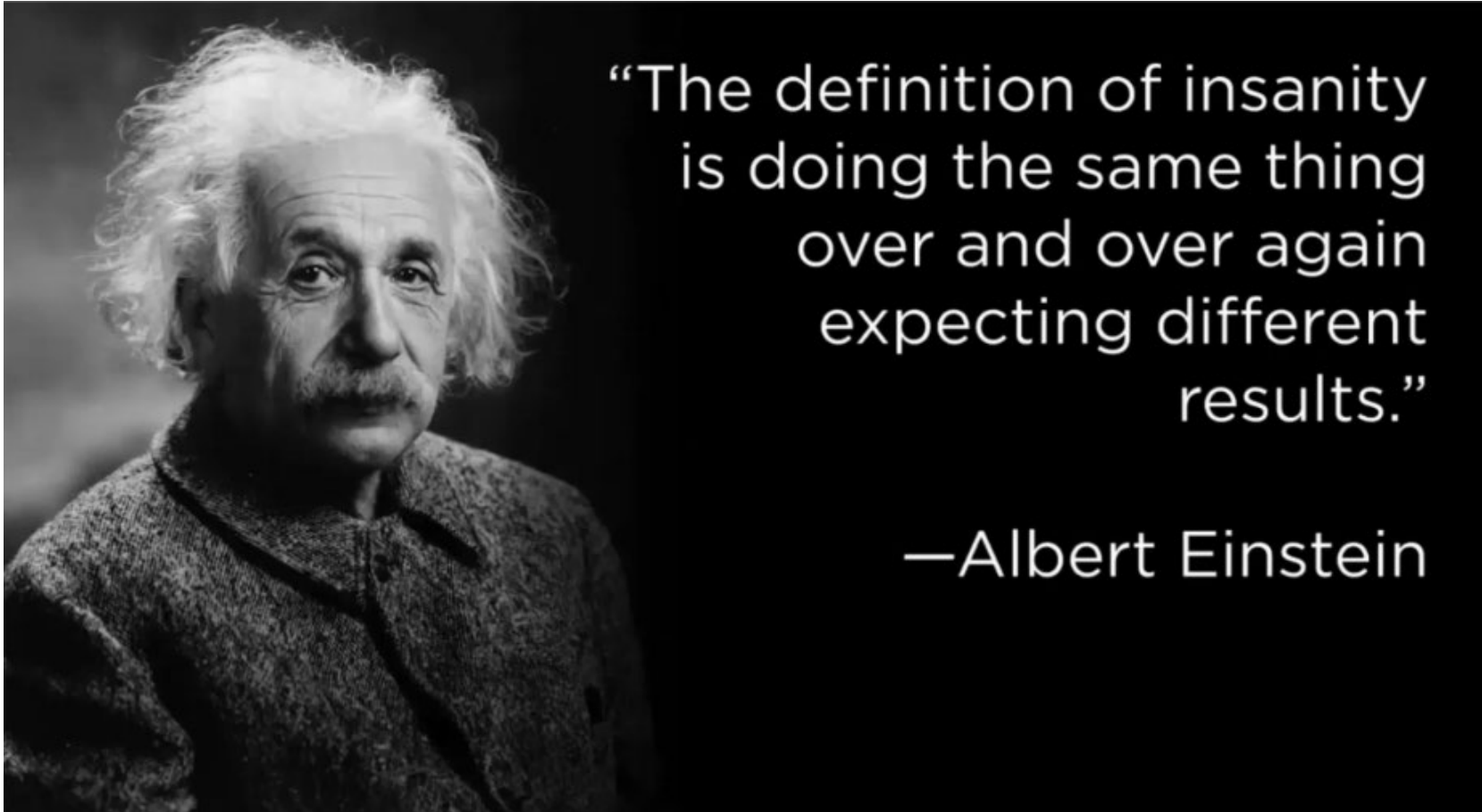
The average amount paid out on an unemployment claim is \$4200

Employee Risk: Historical Approach?



If you aim at nothing, you will hit it every time! – Zig Ziglar

Is there a Better Way?







**Same
Results**

A Proven Formula to Minimizing Employee Risk And Increasing Retention

Intentional
Focus + **Technology** + **Process** = **Risk**
Utilization Integration Mitigation

Successful risk mitigation = increased retention

Intentional Focus

4 Key Areas of Employee Risk

- Hiring/Retention

- Mental Wellness
- Workplace Misconduct
- Unemployment

Intentional

Focus

+ Technology

Utilization

+

Process

Integration

=

Risk
Mitigation

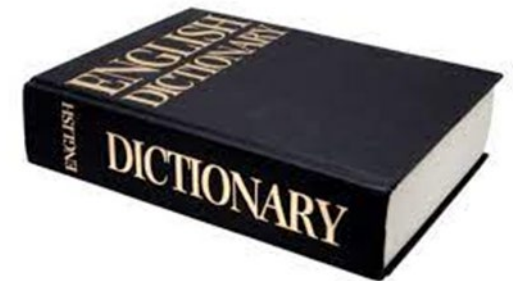
The science of hiring:



By Definition:

Subjective (adjective):

based on or influenced by personal feelings, tastes, or opinions.



Objective (adjective):

(of a person or their judgment) not influenced by personal feelings or opinions in considering and representing facts.

Components of Subjective Hiring

- Applicant Tracking Systems (ATS)
- Job Boards
- Resumes
- Personality Tests
- Interviews

Applicant Tracking Systems - ATS

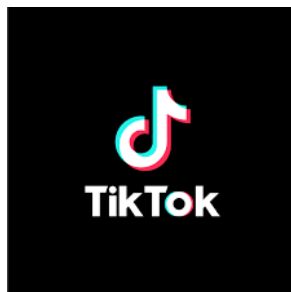
The image displays a collection of logos for various HR and recruitment technologies, organized into several categories:

- Recruiting Marketplace & Search Platform:** HackerRank, Crew, ZipRecruiter, SimplyHired, HIRED, babajob, jobandtalent, jobbotical, workmarket, realmatch, 猎聘, JOBTEASER.COM, ASSURED LABOUR, 拉勾, naseeb networks, talent.io, untapt, JOB TODAY, ReferralMob, RALLYPOINT.
- Recruiting: Contractors/Freelancers:** PEOPLEMATTER, snagajob, STUDITEMPS, HOURLYNERD, tolerant, FIELD NATION, Work, Moonlighting, shiftgig, UrbanPro, 100kuai, Crowdflower, jobaline.com.
- HR Insurance/Benefits:** ZENEFITS, GUSTO, easecentral, flock, SimplyInsured, LUMITY, Namely, JUSTWORKS, BeneStream, Array Health, Gasonn, HighRoads, businessolver, EMPYREAN, PLANSOURCE, Jiff, Maxwell Health.
- Recruitment Tools:** Dglassdoor, iWorkZone, SmartRecruiters, phenom people, WORK4, gild, jibe, Hireology, TalentSky, SKILLSURVEY, entelo, KIRA TALENT, NEO career, (softgarden), SHASHFLY, BOUNTYJOBS, mettl, brazen, Jobplanet, TrueAbility, TALENTSOFT, 猎上网, HunterOn.
- Operations Management:** 纷享逍客, onesource, CLOUDPAY, syncHR, erecruit, Ascentis, Beisen, MoveInSync, MOVE GUIDES, GENIAC.
- Employee Perks:** Bonusly, ANY PERK.
- Culture & Productivity:** Think, social chorus, OniShift, HereVue, cultureiq, benevity, Intradiem, VISIER, HotSchedules, SilkRoad, 3, Culture Amp, Limeade, TINYpulse, REPLICON, Planday, 聚创, guidespark, GLINT, Qstream, HighGround, ShiftPlanning, gameEffective, joychuang.
- Select HR Tech Exits:** workday, indeed, payrollcity, cornerstone, bswift, PayChoice, bright, PayScale, upwork, Rypple.
- Applicant Tracking:** Jobvite, greenhouse, workable, LEVER, icims.

Created By **CB INSIGHTS**

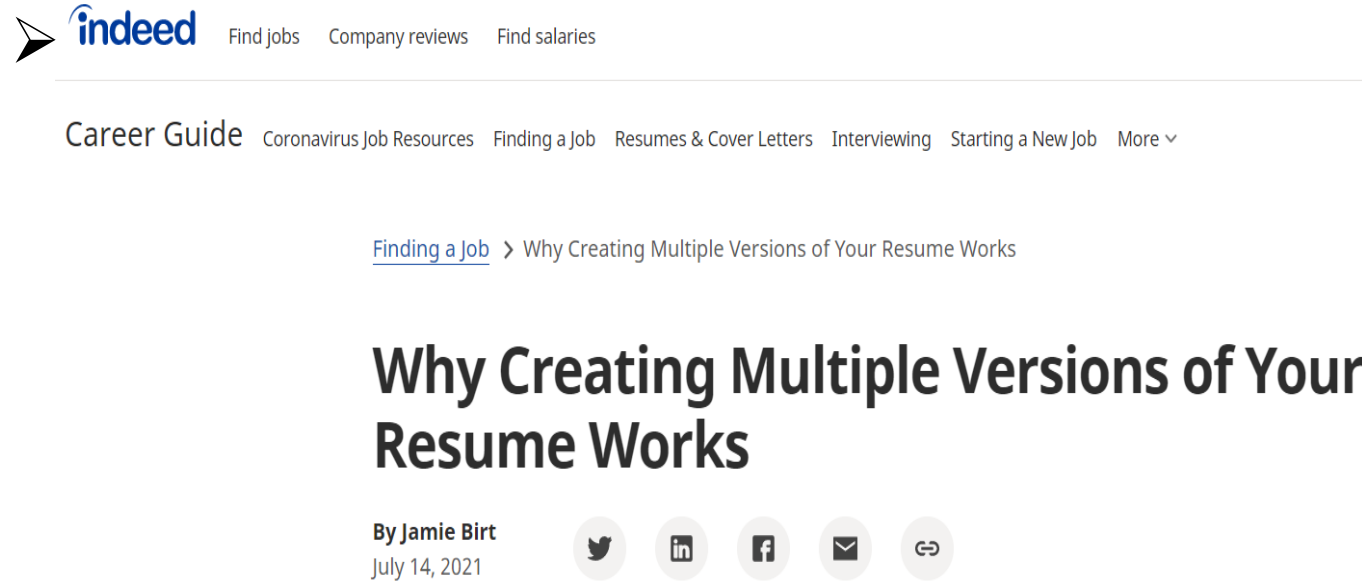
ATS Flaws - Harvard Business School this year suggested that flaws in automated resume-screening tech are causing millions of workers to be overlooked during the hiring process. The software focused on specific skills listed in the job description instead of what a person could bring to the role.

Posting Jobs On Job Boards



Resumes

- The first documented resume was created by Leonardo da Vinci in 1482
A 540-year-old hiring tradition
- **Google** - If you type “How to write the perfect resume” in the search bar, you’ll get more than 4 *Billion* options in less than one second



The screenshot shows the Indeed website interface. At the top, there is a navigation bar with the Indeed logo and links for 'Find jobs', 'Company reviews', and 'Find salaries'. Below this is a secondary navigation bar with links for 'Career Guide', 'Coronavirus Job Resources', 'Finding a Job', 'Resumes & Cover Letters', 'Interviewing', 'Starting a New Job', and 'More'. The main content area displays the article title 'Why Creating Multiple Versions of Your Resume Works' under the 'Finding a Job' category. The author is listed as 'By Jamie Birt' with the date 'July 14, 2021'. Below the author information are social media sharing icons for Twitter, LinkedIn, Facebook, Email, and a generic share icon.

- ***Resumes might contain false information*** – estimated that 40% contain errors
- ***Resumes leave too much room for bias*** – various factors can create “first impression” bias, based on certain criteria listed on the resume. This bias is one of the leading causes of hiring mistakes.

Behavioral Testing

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ



BLUE emotionally driven seeks harmony in groups enthusiastic creative sympathetic	GOLD loyalty driven respects rules and authority responsible organized appreciative
ORANGE short-term driven welcomes change and variety adventurous competitive impulsive	GREEN logically driven independent thinker focused efficient analytical



Could there be a better way?



Subjective Hiring – hiring decisions made based on resume, interview, and application process. Applicant paints a picture of themselves that they want you to see.

A Case For Objective Hiring – hiring decisions made based on whether or not a candidate is internally wired for a position. Applicant’s hard wiring (never changes) is what is seen first.

Think of it like a car:



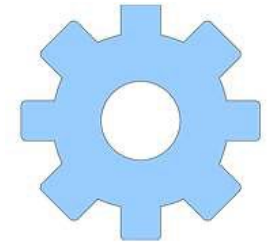
Applicants that are wired for the job train faster and stay longer

What Are Objective Traits

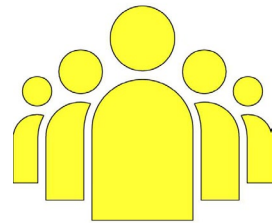
Realistic



Enterprising



Social



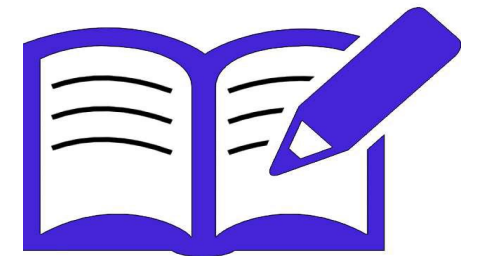
Investigating



Artistic



Conventional



Intentional Focus

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Intentional

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+ Technology

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+

Process

Integration

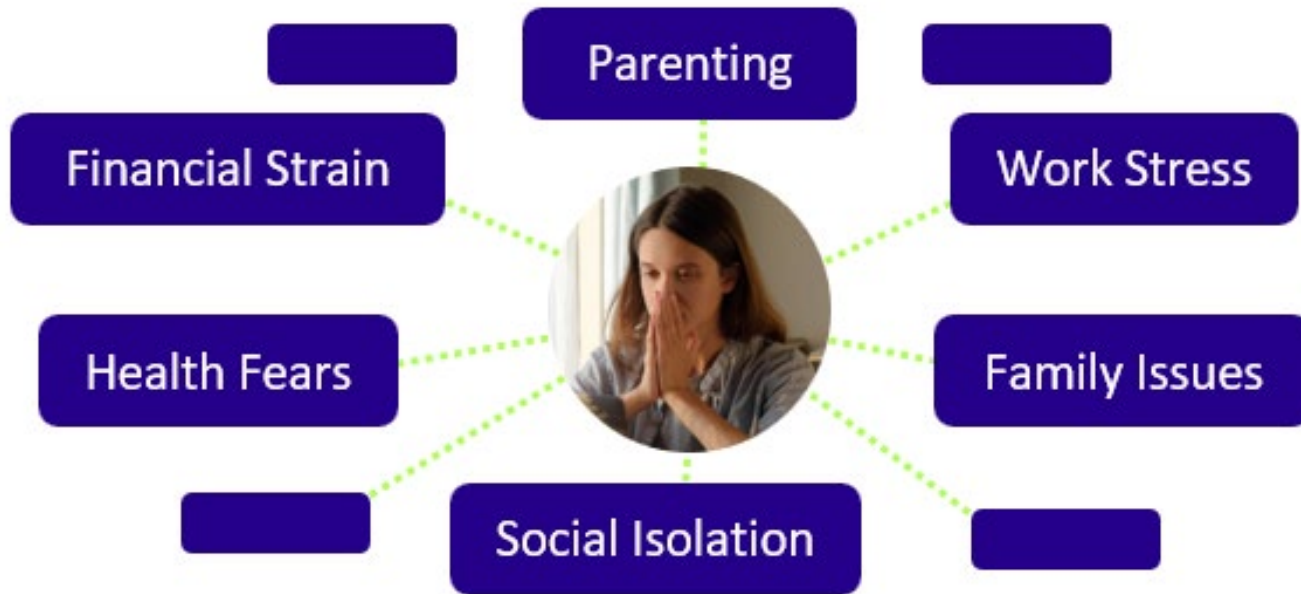
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Risk
Mitigation

STRESS

Life changes
bullying
Being a caregiver
past trauma
moving
government
spouse
promotion
bills
politics
boss
friendships
sickness
harassment
job review
pressure
finances
abuse
marriage
tension
fear
children
family
work
death
health
money
change
peer pressure
fatigue
people pleasing
children
discrimination
burnout
conflict

Individuals are facing more challenges in their life than ever before.



3 in 4 employees report stress that impacts their mental health



81% of Gen Z'ers have left a job b/c of mental health reasons.
68% of Millennials have done the same

Left unchecked, these pressures can easily develop into serious mental health issues.

Too many people begin their care at a higher level than necessary.

- ↑ Increased costs
 - ↑ Higher friction
 - ↓ Decreased engagement
- Inconvenience
 - Stigma
 - Incompatibility
 - Cost

Social Workers Counselors Therapists Psychiatrists Crisis Care

Low Intensity Care

High Intensity Care

Change the starting point from clinical care to human connection!

- ↓ Reduced claim costs
- ↓ Low friction
- ↑ Increased engagement

91%

Employees want to **start with support,** not care.

Start. Hear.



Human Connection

Resources

Coaches

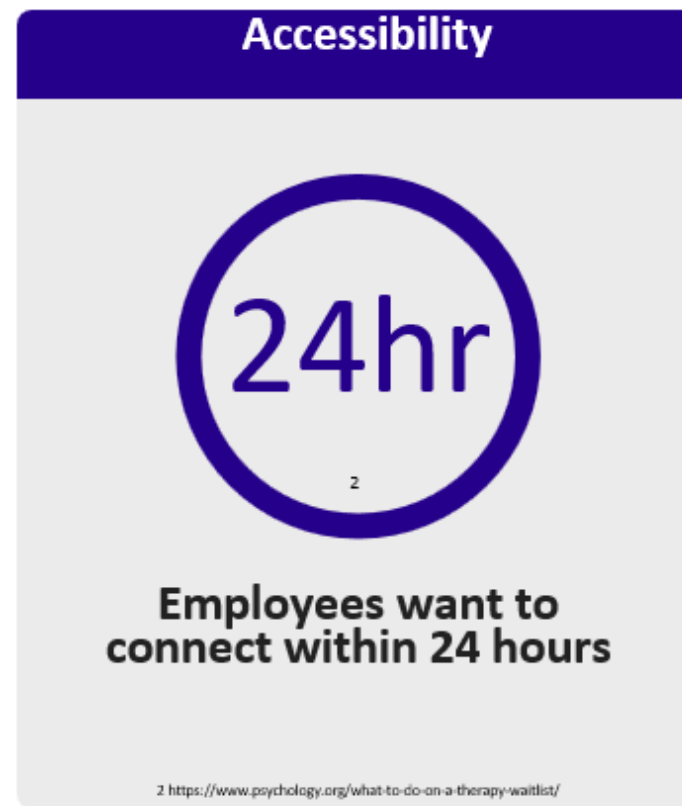
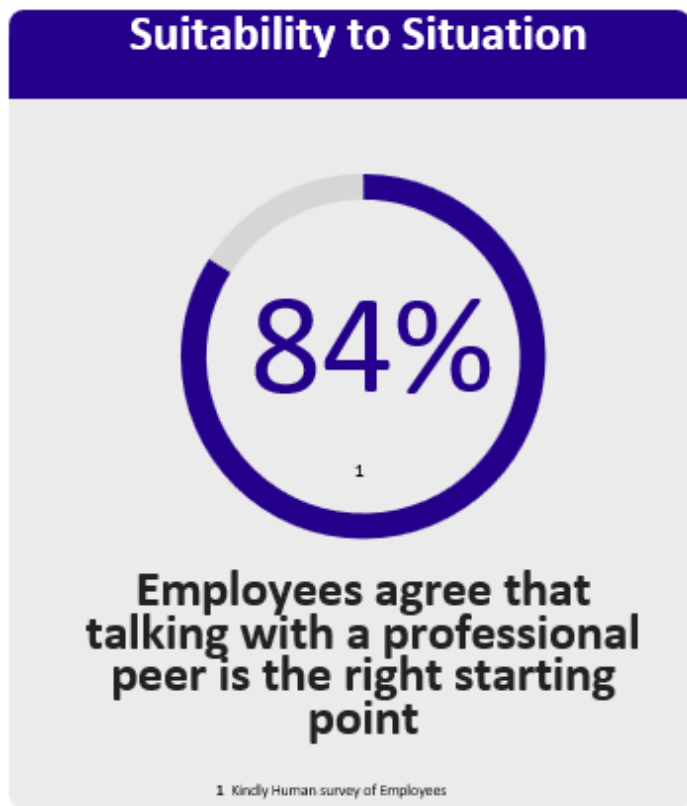
Clinical Counselors

Crisis Care



The vast majority of people suffering do not need clinical help, but are simply looking for a place to begin with human connection.

“I want to start with someone who gets me and is available right now.”



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**Risk
Mitigation**

Recent Influences

Workplaces Reflect What's Happening In Society

#MeToo and #TimesUp

Movement against sexual violence; Movement against harassment, assault and discrimination at work.

2017

COVID-19 Pandemic

Marginalized groups are disproportionately affected by pandemic; #WFH continues to impact millions.

2019

#BLM, Elections & LGBTQ+

Opened America's eyes to the persisting racial inequities, gender identity and a most contentious election - all pointing to the need to make systemic changes.

2020

#RTW, Vaccine Mandate & #AppleToo

Divided guidance on returning to work coupled with a Delta variant and Federal mandate, all while employee voices are wanting to be heard on all issues.

2021

ESG + DEI

Environment, Social and Governance requirements, combined with Diversity, Equality and Inclusion (DEI) initiatives need impact and results to help drive corporate initiatives and results.

2022



THE PROBLEM: A BROKEN SYSTEM OF BEING HEARD



A Disconnect

Employees Still Don't Have a Voice.

Despite diverse hiring, unconscious bias training and public commitments, many organizations are overlooking a crucial step in their culture initiatives, or mistakenly believe their current processes and procedures for managing workplace misconduct are adequate.

National Averages

MISCONDUCT INCIDENTS THAT GO UNREPORTED



COMPANIES THAT HAVE MISCONDUCT ISSUES ANNUALLY



HAVE BEEN DISCRIMINATED AGAINST OR HARASSED



ALIGNMENT OF COMPANY'S ACTION & STATED VALUES



THE ANSWER: A SOLUTION THAT UNTANGLES THE PROBLEM

EVERY ORGANIZATION HAS THIS . . .

Workplace misconduct, culture issues, harassment, DEI initiatives, discrimination ethics or whistleblowing requirements, toxicity, and/or turnover.

. . . TRYING TO SOLVE WITH ANONYMOUS HOTLINES . . .

A complex process of "knowing" there are issues, yet few incidents are reported (*or not at all*), and the onus is put back on the *employer to unwind, investigate and resolve*.

. . . WILL SOLVE WITH 3rd PARTY SOLUTION

Utilize a complete solution that untangles the issues for employers, saves organizations time and money, mitigates risk and improves workplace culture. Empower employees with a voice!



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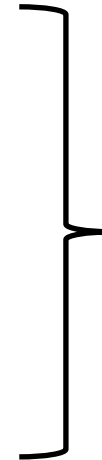
Integration

=

Risk
Mitigation

Unemployment Insurance Expense

Basic Compliance vs Risk Management



UI Risk Management

- Financial Stewardship
- Risk Protection
- Focus on Driving Cost Out
- Tools For Full Employee Lifecycle

Basic Compliance

- Claims Processed
- Liabilities Paid

What's your story?

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The S3 Sentinel

sen·try | \ 'sen-trē - Definition - A Program That Protects from Employee Risk



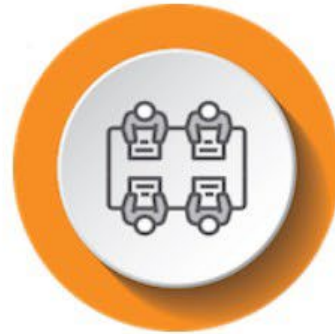
Strategic Hiring

- Objectively assess “inner wiring” of applicants
- S3 Talent Matching System (TMS) connects people with the right jobs
- Additional screening tools such as Nurse Retention and IntegriScreen



Employee Mental Wellness

- Peer-to-peer connection 24/7/365
- Pre-clinical employee support
- Data/Analytics with observations and recommendations



Training & Compliance

- E-Learning platform with targeted employee training courses
- Employee handbook creation & maintenance
- Compliance library & calendar



Misconduct

- Safe employee portal for incident reporting
- Efficient investigations with response times exceeding industry standards
- Resolution recommendations based on applicable laws & best practices



Unemployment

- Claims administration & corporate risk assessment
- Pre-emptive fraud protection
- Stop loss insurance

Thank you!

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