DE-RISKATHON

ACRISURE®

SESSION SUMMARY – OCTOBER 29, 2026

The Cost of Turnover: How Employee Retention Drives Safety and Performance

PANELISTS

WATCH THE SESSION REPLAY



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SESSION AT A GLANCE

Turnover can cost significantly more than advertising and filling a position. In this panel discussion, leaders from risk management, payroll, legal and compliance, and HR examined the hidden costs of workforce instability — on safety, trust, compliance, culture, and performance — and what frontline managers can do to keep the people they don't want to lose.

THE HIDDEN COSTS OF TURNOVER

Lost knowledge
Tenured employees take know-how with them

Training gaps
Constant rotation makes it hard to train to the highest standards

Payroll & benefits errors
Churn raises error rates and muddies workers' comp class-code data

Litigation exposure
Every separation is a potential claim

Strain on those who stay
Covering shifts and training new hires — at the same expectations

Distraction
When pay or HR issues go unresolved, people's heads aren't in the game

KEY TAKEAWAYS

1. **People leave people.** When pay is in the same range for identical work, the employee–manager relationship is often the real reason someone leaves.
2. **Psychological safety is the foundation of safety excellence.** Employees should be expected — not just encouraged — to ask questions, admit mistakes, and call a timeout without fear of retribution.
3. **Managers aren't HR experts.** Leave requests, accommodation requests, and other HR issues should go straight to HR.
4. **Get the basics right.** A late or incorrect paycheck can break trust faster than a modest difference in pay.
5. **Turnover isn't just a cost of doing business.** Unwanted turnover affects safety, operations, morale, and reputation — it's everyone's problem, not just HR's.

THE THREE T'S OF RETENTION

T Treatment

The ultimate poor treatment is anonymity. Know a thing or two about the people who work for you.

T Transparency

Not every change is up for a vote — but give the people affected the dignity of explaining why.

T Trust

Slow to earn, quick to lose. Do what you say, and say "we can't, here's why" rather than make a promise you'll break.

When someone leaves, one of the three T's is probably broken. Some turnover is desirable — the focus is the employees you didn't want to lose.

BUILD PSYCHOLOGICAL SAFETY

- **Define it:** a shared belief that it's safe to speak up, ask questions, admit mistakes, and share ideas without fear of punishment or humiliation
- **Watch new hires onboarded during turnover.** If asking again gets them mocked, they may guess — a safety and HR risk.
- **Make calling a timeout an expectation** of every role, not just an invitation
- **After an injury, lead with care.** Reach out to the employee and family; fault and root cause come later.

EQUIP FRONTLINE MANAGERS

- **"Pass the hot potato"** — leave, ADA accommodation, and other HR issues go to HR
- **Know the SOPs** and when to loop in payroll or HR. Managers approve time and make promises employees count on.
- **Watch for red flags** like off-the-clock work, inconsistent meal breaks, and exempt/non-exempt confusion
- **Train new supervisors to manage people,** not just tasks — especially before times of adversity

MAKE POLICY USABLE — AND WATCH YOUR DATA

POLICIES PEOPLE CAN USE

- Write for your audience's reading level
- Favor checklists and simple reminders over complex process
- Keep training ongoing — orientation alone isn't enough
- Apply policies consistently: no shortcuts, no workarounds

PATTERNS WORTH A CONVERSATION

- Early-tenure exits in the first 30–90 days
- Overtime concentrated on a few people
- Rising payroll corrections and benefits friction
- Exit and perception survey themes

No single number proves a problem — but a pattern is a reason to talk with a frontline manager.

WHAT FRONTLINE LEADERS CAN DO TOMORROW

- [ ] Route HR issues straight to HR
- [ ] Start with your own workforce data — don't wait for industry averages
- [ ] Set expectations on day one with a one-page "culture contract"
- [ ] Identify and engage the informal leaders on your team
- [ ] Ask "why" in exit interviews — pay may explain the exit, not why they started looking
- [ ] Check in on the people absorbing open positions

RELATED RESOURCE

Explore How Your Employee Benefits Plan Compares

See how your benefits stack up against industry peers — benefits can be one of the key levers that may help with retention and turnover.

REQUEST A BENEFITS BENCHMARK →

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