AGENCY MANAGEMENT

Check-In Self Quizzes

Contents

Strategic Planning

Learning Objective

The participant will write examples of value, vision, and mission statements that contribute to an agency's culture.

1. **Choose words from the box to fill in the blanks.**

   An agency's value, vision, and mission statements are

   catalysts for _____. They help

   create an agency's _____,

   describe an agency's _____, plan

   _____ development, and define an agency's

   _____ aspirations.

   > - **action**
   > - **culture**
   > - **financial**
   > - **purpose**
   > - **talent**

2. **Read each statement and decide its purpose. Write the letter of each statement in the appropriate column.**

Value Statement	Vision Statement	Mission Statement

   A. By 2025, Agency XYZ will be the premier agency for commercial clients in transportation services.

   B. The team at Agency XYZ will be the go-to source for personal insurance for rural residents across the tri-state area.

   C. Employees of Agency XYX are committed to providing every client with a customized plan of long-term financial protection.

   D. Agency XYZ is committed to expanding its expertise in green energy initiatives to be the premier insurance consultants to energy manufacturers across the country.

3. **Circle the word that completes each statement.**

   A. The term *agency culture* describes an agency's _____.

         purpose   personality

   B. The direction in which an agency culture forms depends upon the agency's

   _____.

         employees   leadership

C. Because they are involved in essential decision-making, agency leadership models _____ agency behaviors.

negative   positive

D. An agency culture, or personality, that grows from the ground-up is led by _____.

agency leaders   agency employees

4. **Circle True or False.**

Once an agency culture is established, it remains open to change.

True   False

5. **Put a check (√) mark next to each consequence of creating a healthy agency culture.**

☐ Employees are more likely to enjoy their work.

☐ Employees will become more competitive, increasing an agency's profitability.

☐ Employees will become supportive of each other's successes.

☐ Employees will become more solitary in their commitment to established procedures and workflows.

☐ Employees will become more productive, increasing an agency's profitability.

☐ Employees will contribute to increased client retention, increasing an agency's profitability.

Learning Objective

The participant will describe specific structures, profit centers, and insurance company markets required to reach an agency's goals.

6. **Use words from the box to fill in the blanks.**

• **measurable**
• **mission**
• **strategic**
• **value**
• **vision**

Together, an agency's _____,

_____, and

_____ statements describe

an agency's purpose. They also allow the development of

_____ goals that help an agency evaluate how well its

_____ plans are executed.

7. **Put a check (√) mark next to each question an agency can answer to describe its overall purpose.**

☐ How are resources used to support the agency's organizational framework?

☐ Is the agency more focused on sales or on service?

☐ What is the agency's current and predicted staff size?

☐ How experienced is the agency's management team?

☐ Is the agency publicly or privately traded?

☐ How do the agency's goals determine what products it sells?

8. **An agency considers several market factors when determining how many company relationships it needs to have. Write a letter to match each market factor to its definition.**

Market Factors	Definition
_____ fewer versus many	A. the cost and the ease of doing business
_____ agency volume	B. a company's financial stability, its personnel, its products, and the support it provides
_____ mix of business	C. the cost of maintaining multiple company relationships
_____ utilization of existing company markets	D. how much premium the agency can promise to a company
_____ company volume requirements	E. whether the agency currently has all of the companies it needs to meet business demands
_____ company characteristics	F. whether the agency is using its current company relationships fully

9. **Agency XYZ is considering building a relationship with a company. The quality of the company's personnel will influence the agency's decision-making. Circle the personnel factors that an agency considers.**

the company's internal professional training program

the company's staff retention history

the company's client retention history

the staff's combined years of workforce experience

the staff's knowledgeability

the staff's efficiency

access to face-to-face communication

10. **Agency XYZ also evaluates the company's products. Put a check (√) next to each factor the agency will evaluate.**
☐ the product's coverage
☐ the product's price
☐ the marketing campaign built for the product
☐ the company's technology
☐ the company's stability in the marketplace
☐ the company's commission and compensation policies
☐ the forms the company uses

11. **Underline the examples of support an agency must consider before beginning a relationship with a company.**

the company's stability in the marketplace

marketing and advertising support

customized policies to accommodate individual agencies

efficient technology

12. **Just as an agency considers the companies it wants to work with, companies decide what kinds of agencies they want to work with. List seven questions an agency can ask itself to know how companies will see its value.**

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

Learning Objectives:

The participant will describe five stages of agency growth.

The participant will identify the financial health assessment tools an agency should use to determine its stage of growth.

13. **Agencies go through five stages of growth. Write letters to match each characteristic to an agency's stage of growth.**

Start-up	Development & Growth	Success	Expansion	Maturity

A. The agency is fully developed.

B. The agency owner focuses on strategic goals.

C. An agency targets new marketing territories.

D. Staff within the agency are following well-executed procedures.

E. The agency's owner handles every matter of business.

F. An agency's client base is increasing.

G. The agency's client base is unstable.

H. The agency's owner assesses staff requirements as the agency pursues growth opportunities.

I. Client service is unreliable and unstable.

J. Revenue and expenses are beginning to balance.

K. The agency is finally profitable.

L. The agency's owner modifies strategies and builds a leadership team.

M. The agency's owner coordinates department employees as staff expands to meet demand.

14. **Everyone benefits from an agency's positive financial health. Write letters to match each benefit to the following groups:**

Agency Owners	Producers	Staff	Insurance Companies

A. Agencies are an extension of their business brand and part of their marketing efforts.

B. A successful agency can lead to higher salaries and job security.

C. Agencies are the greatest asset in these individuals' personal financial statements.

D. One day, they may decide to purchase successful agencies.

15. **An agency's value is based on several factors Fill in the blanks to name the missing factors.**

    1) Profitability

    2) Accounts _____

    3) _____ ratio

    4) Average _____

    5) _____ compensation structure

    6) _____ of personnel

    7) Company _____

    8) _____

    9) _____ & _____
       experience

16. **Explain the difference between a budget and an income statement.**

    A budget_____

    An income statement_____

17. **Name four sources of income for an agency.**

    1) _____

    2) _____

    3) _____

    4) _____

18. Write letters to match each expense to the appropriate category.

Compensation	Selling	Administrative

- A. Sales salaries
- B. Pensions
- C. Profit sharing
- D. Utilities
- E. Accounting and other professional services
- F. Insurance
- G. Employee benefits
- H. Travel
- I. Entertainment
- J. Postage
- K. Promotional materials
- L. Education, licenses, and professional fees
- M. Leases
- N. Automobile
- O. Sales commissions
- P. Marketing/advertising
- Q. Payroll taxes
- R. Rent

19. Complete the chart to show three things agency leadership can do to manage expenses and why they should do them.

What should an agency do?	Why should it do it?

20. Use words from the box to fill in the blanks.

A _____

sheet shows a listing of what an agency

_____ and what it

_____.

Another name for what an agency owns and owes is

_____.

Cash, accounts receivables, and prepaid expenses are

examples of _____.

Cars, desks, office equipment, and other tangible items are examples of

_____.

A _____ is something an agency owes to others.

Accounts payables, accounts current, and payroll taxes are examples of

_____.

Payments due more than 12 months into the future are examples of

_____.

Owners' equity includes _____ and

_____.

- **assets**
- **balance**
- **current assets**
- **current liabilities**
- **fixed assets**
- **liability**
- **long-term liabilities**
- **owes**
- **owns**
- **retained earnings**
- **start-up capital**

21. **Explain the purpose of the following ratio.**

$$\frac{\text{Current Assets}}{\text{Current Liabilities}} = ?$$

_____

_____

_____

22. **Circle True or False.**

   To strengthen or improve a liquidity ratio, an agency can:

   - track incoming revenue

     True   False

   - keep investments as liquid as possible

     True   False

   - focus more on fixed assets than on current assets

     True   False

   - manage debts carefully

     True   False

23. Underline each example of cash flow management in an operating account.

commission checks from a trust account

premiums

direct bill commission

compensation expenses

company premiums payable

commissions

business development expenses

operating expenses

Learning Objective:

The participant will outline a plan to assist an agency manage change.

24. List seven common disruptors that trigger a need for change within an agency.

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

25. Number the steps required to manage change from 1 to 4.

_____ Set Goals

_____ Establish a Clear Direction

_____ Validate the Need

_____ Create an Action Plan

26. Write letters to match each characteristic to its category in a SWOT Analysis.

Strengths	Weaknesses	Opportunities	Threats

A. opportunities the agency missed because it didn't have the right resources

B. the agency's unique resources

C. new technology or upgrades that could benefit the agency

D. the agency's assets

E. a change in an insurance company's goals that affect the agency

F. new training that would benefit employees

G. the areas in which the agency out-competes other agencies

H. the areas in which the agency falls behind its competitors

I. state and federal regulations that could affect the agency

J. reasons the agency has failed to meet its goals in the past

K. products or services that are in demand that the agency could provide

L. competition that could take away clients and/or employees

M. reasons the agency has lost business

27. **Use the words from the box to fill in the blanks.**

After completing a SWOT analysis, an agency must consider the _____ and _____ factors that will help determine its _____ and subsequent _____.

External factors include _____, _____, _____ and _____.

Internal factors include

_____, _____, _____, and _____.

- **action plan**
- **accounts, or clients**
- **agency operations, systems, and workflows**
- **competition**
- **consumer purchasing trends**
- **economic trends**
- **external**
- **financials**
- **goals**
- **internal**
- **regulatory environment**
- **sales and support**

28. **Circle True or False.**

- A SMART goal provides a general description of an action.

     True   False

- A SMART goal is observable and always measurable.

     True   False

- A SMART goal always requires employee support.

     True   False

- A SMART goal must consider the need for resources and demands on employee time.

     True   False

- A SMART goal is most effective in short or incremental amounts of time.

     True   False

29. Put a check (√) mark next to each statement that describes short-range goal planning.

☐ occurs over a three-to-five-year period

☐ provides a broad picture of where an agency is headed

☐ provides detailed plans that organize and prioritize specific action steps

☐ communicates roles and responsibilities to staff

☐ provides an agency's daily, weekly, and monthly action agendas

30. Order the steps in an Action Plan from 1 to 4.

Step Number	Action
_____	Identify who will be responsible for each action.
_____	Develop action steps for successful completion of a goal.
_____	Establish clear timeframes and guidelines for each action.
_____	Determine how resources will be allocated to each action.

Talent Acquisition and Development

Learning Objective:

The participant will use knowledge of needs assessments, budget considerations, space utilization, culture, and workforce diversity to develop a planning strategy for an agency's workforce.

1. **List five ways that agency growth affects employees.**

    1) _____

    2) _____

    3) _____

    4) _____

    5) _____

2. **A successful agency makes assessments of their employees' needs. Underline the consequences of such assessments.**

    Needs Assessments lead to . . .

    an awareness of where the agency would benefit from additional employees

    increased recruiting costs

    an understanding of when the right time is for bringing new employees to |
    an agency

    lost time to address specific needs

    an understanding of the specific talents and skills an agency needs its
    employees to have

    an awareness of the kinds of training employees require

3. Write letters to match each consequence to the appropriate column.

The Outcomes of Having Workforce Planning	The Outcomes of Having NO Workforce Planning

A. clear descriptions for each role within an agency

B. duplication of inefficient workflows

C. identification of opportunities for mentoring

D. loss of agency profitability related to poor hiring decisions

E. lower team morale

F. customer complaints and loss

G. lower recruiting and training costs

H. an evaluation of employee strengths and weaknesses

I. inadequate training and mentoring

4. Use words from the box to fill in the blanks.

Today's customers are people of all _____ and _____.

A workforce that reflects the world creates _____ opportunities for an agency. Consequently, employee searches must be _____.

Agencies must seek talented individuals who reflect the _____, meet _____, and inspire _____.

- **ages**
- **cultures**
- **customer base**
- **customer needs**
- **customer trust**
- **deliberate**
- **market**

5. Explain the relationship between values and hiring.

_____

_____

6. **List four examples of soft skills strategic hiring managers look for in possible employees.**

1) _____

2) _____

3) _____

4) _____

7. **Circle True or False.**

A position description:

- describes the necessary qualifications for the position.

    True   False

- identifies all of the tasks and variations of those tasks that are required in the position.

    True   False

- defines acceptable performance levels.

    True   False

- identifies the soft skills required for a good fit within the agency.

    True   False

- serves as a tool for hiring managers, supervisors,and human resource representatives.

    True   False

8. **Put a check (√) mark next to each component of a position description.**

☐ a position title

☐ a supervisor's name and/or position

☐ a performance evaluation schedule

☐ a performance evaluation rubric

☐ compensation range

☐ a description of duties and essential functions

☐ required knowledge, skills, and abilities

☐ a description of working conditions

☐ an explanation of causes for separation

☐ a signature line

Learning Objective:

The participant will use knowledge of workforce realities, targeted searches, effective application processes, onboarding, and career paths to summarize a plan for ensuring a good hire.

9. **Use words from the box to fill in the blanks.**

Employees join or stay at an agency for a number of reasons. One is the opportunity to work with great people. Others included good _____,

_____

_____, and

_____ work. Some employees join or stay because they feel

_____ of the work they do, the

_____ that their agencies sell, and their agencies' _____.

- **benefits**
- **fair pay**
- **meaningful**
- **missions**
- **products**
- **proud**
- **recognized**
- **respected**
- **supportive**
- **valued**

Having _____ management is important. Employees appreciate good supervisors. They also appreciate being

_____, _____, and

_____.

10. **To recruit good employees, an agency must have a vision for its workforce. Asking who, what, and why can help an agency find a "right fit." Write the letter of the question that corresponds to each statement.**

<div align="center">

A. WHO?   B. WHAT?   C. WHY?

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_____ The candidate initiated a new-employee mentorship program at her previous agency.

_____ The candidate's references describe the candidate's exceptional problem-solving abilities.

_____ The candidate is currently pursuing a professional designation.

_____ The candidate has specialized training in one of the agency's most successful products.

_____ The candidate has several years of prior experience in a profitable agency.

11. **Circle True or False.**

- Candidates are aware of how other agencies treat their employees.

    True   False

- Larger agencies are always able to out-compete smaller agencies for good employees.

.   True   False

- Larger agencies build and sustain healthier environments than smaller agencies do.

    True   False

- Smaller agencies can out-compete large agencies by offering unique perks and professional development options.

    True   False

12. **Circle each word or phrase that describes the WFH, or work-from-home experience.**

part-time	traditional hours	virtual office	connections to colleagues	previous insurance experience
previous WFH experience	full-time	activity measurement	non-traditional hours	schedule guidelines

13. **List five talent sources an agency can use to identify employee candidates.**

1) _____

2) _____

3) _____

4) _____

5) _____

14. **Use words from the box to fill in the blanks.**

To ensure a successful employee selection process, an agency should provide

_____

to all qualified candidates and avoid

_____. An agency must demonstrate three things—that the results of the interview

_____ work performance, that the interview is

conducted _____ with every candidate, and that the

results do not _____ affect protected groups.

- **accurately predict**
- **adversely**
- **consistently**
- **equal opportunity**
- **unfair discrimination**

15. **A candidate's résumé is a valuable pre-interview screening tool. Put a check (√) mark next to each item on a résumé that an agency should examine.**

☐ the candidate's photo attachment

☐ career direction over time

☐ time in each position

☐ employment gaps

☐ the frequency of job changes

☐ specific duties in previous jobs

☐ social group memberships

☐ religious affiliation

☐ education and training

☐ the résumé's formatting or professional appearance

16. **Use words from the box to fill in the blanks.**

Interviewers can follow a few simple guidelines to conduct a successful interview. They should interview ___ _____ _____, plan ahead to know the _____ _____ the interview will last, follow a _____ interview format, _____ and remain _____, avoid _____ in the interview, and ask questions that focus on the candidate's _____ _____.

• **consistent**
• **in a quiet location**
• **length of time**
• **listen**
• **objective**
• **participating**
• **previous experiences**

17. **Describe the purpose of using a STAR interview strategy.**

_____

_____

_____

_____

18. **Write letters to match each interviewing mistake to its name.**

Expectation Gap	Halo Effect	Conversation Control

    A. providing an incorrect description of a position

    B. speaking more than the candidate

    C. assigning positive characteristics to someone who is physically attractive

19. **Write DO or DON'T next to each recommendation for conducting an interview.**

_____ Ask only work-related questions.

_____ Ask questions seeking personal information.

_____ Ask questions that assess a candidate's previous duties.

_____ Ask questions unrelated to the position to "test" the candidate's personality.

_____ Ask the same questions all previous candidates have been asked.

20. **List four things an agency can include in checking a candidate's suitability and qualifications.**

1) _____

2) _____

3) _____

4) _____

21. **Explain the difference between a skills test and a personality profile.**

_____

_____

_____

22. **Circle True of False.**

- Labor markets are competitive.

   True   False

- Compensation is linked to attracting and keeping good employees.

   True   False

- An agency should research compensation packages provided by competitors.

   True   False

- An agency should pay more attention to perks and benefits than to compensation to attract employees.

   True   False

- An agency should exceed their competitors' compensation rates.

   True   False

- Compensation rates can affect an agency's profitability.

   True   False

23. **Explain the relationship between bonuses and performance.**

_____

_____

24. **Employees may be unaware of all of the benefits they receive or the value of those benefits, making it necessary for agencies to conduct benefit reviews. Circle examples of benefits that agencies frequently provide.**

   medical benefits   Social Security   dental benefits   exercise facilities

   flex time   paid volunteer time   cafeteria plans   FICA

25. Write letters to match each employment agreement to its purpose.

Employment Agreement	Non-Disclosure and Confidentiality Agreement	Non-Compete Agreement	Non-Piracy Agreement

A. to prevent a former employee from selling insurance within a specific geographic area for a specific amount of time

B. to explain expectations, compensation, and how "for cause" separation is handled

C. to prevent former employees from soliciting or writing existing clients for a specific length of time after leaving an agency

D. to prevent former employees from disclosing confidential information they acquired while working for an agency

Learning Objective

The participant will describe specific tools used to manage employee development.

26. Define the term *onboarding* and explain its relationship to orientation and employee manuals.

_____

_____

_____

27. Circle True or False.

An effective employee manual:

- clarifies employee expectations.

  True   False

- protects employees from liability.

  True   False

- protects employers from liability.

  True   False

- explains company policies, such as sick leave.

  True   False

- helps assist with legal compliance.

  True   False

- identifies an agency's value, vision, and mission.

  True   False

- describes how performance issues are addressed.

  True   False

- explains IT policies.

  True   False

28. List five benefits of employee professional development plans.

1) _____

2) _____

3) _____

4) _____

5) _____

29. Circle each ADVANTAGE of providing employees with internal professional development opportunities.

personalized training

no peers who may interfere with learning

access to a variety of online training options

no required interactions with instructors or peers

access to short-term fixes for long-term problems

Learning Objective

The participant will apply an understanding of the performance evaluation process to identify performance standards appropriate to a performance evaluation document and to use those standards to describe a management- driven separation process.

30. Order the steps of the Performance Evaluation Process from 1 to 4.

_____ Communicate evaluation results and use them to establish next year's standards.

_____ Agree upon performance standards.

_____ Measure employee performance frequently throughout the year.

_____ Evaluate how well the employee meets the performance standards.

31. **Use words from the box to fill in the blanks.**

Common components of evaluation forms include:

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- **clearly communicated**
- **comments**
- **performance achievements**
- **professional development**
- **signature line**
- **strengths**

</div>

- _____
  performance standards or behaviors

- _____
  accomplished throughout the review period

- the employee's _____ and accomplishments

- _____ opportunities

- the employee's _____ in response to the evaluation

- a _____ acknowledges the completion of the performance evaluation

32. **List ten preparations an employer can take to prepare for a successful evaluation.**

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

8) _____

9) _____

10) _____

33. Write letters to sort the following reasons for separation into the appropriate categories.

Management-driven Reasons for Separation	Employee-driven Reasons for Separation

A. corporate politics, including sabotage by others

B. dishonesty or fraud

C. broken promises by management/ owners

D. a reduction in force (RIF)

E. unmet performance expectations

F. disrespect unrelated to actual business results

G. the lack of a career path or development opportunities

34. Explain what actions an agency should take to prepare for employee separation. Use words from the box to fill in the blanks.

First, determine the _____ for separation. Follow the _____-_____ plan outlined in the employee manual. Then document the _____ for separation, what the agency did to _____ it, whether disciplinary measures followed agency _____, and whether information in the employee's personnel file supports the _____ decision. Also check to be sure other employees have been treated _____.

Ensure the agency fully _____ the employee's complaints. Be certain that separation is not _____. Also ensure there are no implied or oral _____ in place with the employee. Have _____ in place for the return of property, final pay, and benefit continuation.

- **cause**
- **contracts**
- **corrective-action**
- **investigated**
- **policy**
- **prevent**
- **procedures**
- **reasons**
- **retaliatory**
- **separation**
- **similarly**

35. **Order the actions that are part of the termination process in the case of INVOLUNTARY termination from 1 to 8.**

_____ Write a separation letter that states the specific reasons for separation.

_____ Review the situation with other owners, HR, and legal counsel.

_____ Assign someone to stay with the employee as s/he cleans out her/his desk.

_____ Make the meeting to the point. It is not a discussion.

_____ Escort the individual from the property.

_____ Be certain that there is documentation that clearly outlines the cause for termination.

_____ Follow up after separation to be sure all materials have been returned and system and website access has been terminated.

_____ Have a private separation meeting with an HR representative or supervisor.

Finally, inform other staff members about the decision.

36. **Give two reasons an agency should conduct an exit interview with each employee who separates from an agency VOLUNTARILY.**

1) _____

2) _____

Client Retention and Acquisition

Learning Objective:

The participant will identify factors that influence or create an agency brand.

1. **Circle each statement that describes today's clients.**

want round-the-clock access	trusting	careless with money	knowledgeable
slow to offer loyalty	educated	demand technological support	careful with money
expect personal attention	prefer to work with technology not people	quick to make decisions	seek support from real people when there's a problem

2. **Complete the sentence.**

   The factors that bring clients to an agency and keep them there communicate the

   agency's _____ .

Learning Objective

The participant will define the steps involved in developing a marketing program and identify key factors that influence the program's success.

3.

4. **List the five steps in a successful marketing program.**

1) _____

2) _____

3) _____

4) _____

5) _____

5. **Name four things an agency can do to identify a target market.**

1) _____

2) _____

3) _____

4) _____

6. **Put a check (√) mark next to each statement that poses a question an agency should ask itself to evaluate its resources.**

☐ What other agencies pose the greatest competition?

☐ How well do account managers and producers work together?

☐ Does the agency have enough staff to handle a lot of new businesses?

☐ Do the target markets exist for new products?

☐ Do existing processes and workflows support success?

☐ Where is the "lowest hanging fruit"?

☐ How effective is the agency's contact management system?

☐ What marketing materials reach the most people for the least cost?

7. **Use words from the box to fill in the blanks.**

While knowing its _____
before planning a marketing program is
both _____ and
_____, it also
helps an agency recognize its opportunities for
_____ and where those opportunities exist.

> - **essential**
> - **growth**
> - **limitations**
> - **practical**

8. **Circle the word or words that complete each statement.**

1) An agency's marketing plan begins with clear _____.

    actions   goals

2) An agency considers the advantages and disadvantages of a variety of _____.

    marketing tools   bells and whistles

3) An agency decides what _____ to include in their marketing tools.

    information   timelines

4) An agency considers whether any bells and whistles might convey _____.

    extra costs   extra value

5) Producers and agency management work together to create _____..

    a list of competitors   a list of prospects

6) The first target for a prospect list is _____.

    references from existing customers low-hanging fruit

1) An agency decides which marketing materials or formats will work best after it has established its goals, defined its _____, and decided how it will set itself apart from its competitors.

    delivery method   markets

9. **List four things an agency website should do to be effective.**

1) _____

2) _____

3) _____

4) _____

10. **Circle the "convenience factors" that a website can offer clients.**

reporting claims   making payments   connecting to social media platforms

customer surveys   accessing certificates of insurance   requesting quotes

viewing policy documents   advertising   contacting the agency

11. **Use words from the box to fill in the blanks.**

Printed marketing tools include

_____,

_____,

_____ , and

_____.

Digital marketing tools include

_____,

_____, and the

agency's _____.

• **advertisements** • **brochures** • **direct mail** • **email** • **landing page** • **newsletters** • **radio** • **social media** • **telemarketing** • **trade** • **TV** • **websites**

Other kinds of marketing tools include

_____, _____ and

_____ spots, _____ blasts, and

presence at _____ shows.

12. **Circle True or False.**

An agency can use metrics to create the goals that will lead to a marketing plan.

True   False

An agency can use metrics to evaluate the effectiveness of its marketing plan.

True   False

The most desirable frequency for collecting metrics is daily.

True   False

13. **Order the sequence of metrics an agency should collect to evaluate the success of its marketing plan from 1 to 4.**

    _____ the number of appointments resulting in sales

    _____ the number of calls that result in appointments

    _____ the number of closes per month

    _____ the number of appointments each week

14. **Explain why an agency must constantly use metrics to monitor the success of its marketing plan.**

    _____

    _____

    _____

Learning Objective

The participant will describe three components of a client-retention process designed to capture, improve, and sustain client relationships.

15. **Write two words that summarize the importance or value of client retention.**

    _____   _____

16. **List three guiding principles that form the basis of a client-retention process.**

    1) _____

    2) _____

    3) _____

17. Circle the word or words that complete each statement.

1) Applying a few communication techniques can help assure clients of their

   _____.

         importance to the agency   access to the right products

2) When communicating with clients, agents should consider every client's

   _____ and needs.

        history with the agency   experiences

3) Agents should listen to _____.

            learn   avoid missing important details

4) Agency staff should ask questions to _____.

       clarify clients' comments   repeat clients' comments

5) Agency staff should reword clients' comments in order to

   _____.

          help clients feel   help clients recognize
           confident that   the staff's expertise
        they were understood

6) Staff should use _____ during discussions.

        insurance language   friendly language

7) While speaking with clients, staff should maintain

   _____.

        a sense of humor   a sense of urgency

18. Explain how clients define the term *quality* when it comes to customer service.

_____

_____

19. Use words from the box to fill in the blanks.

Clients expect agents to be fully

_____ and always

aware of their _____.

They also expected to be protected from

_____. Protection

helps clients avoid or minimize _____. It also reduces

the likelihood that clients will go to a different agency.

> - **exposures**
> - **claims**
> - **informed**
> - **needs**

20. Define the term *cross-selling* and explain why it contributes to client retention.

_____

_____

_____

_____

21. Name one way each of the following individuals or groups contributes to client retention.

A. Agency owner: _____

B. Agency producer or account manager: _____

C. Company personnel: _____

22. Circle True or False.

1) There are economic reasons for promoting client retention.

        True   False

2) An agency should focus more on why clients stay than why they leave.

        True   False

3) Knowing why clients leave can lead to profitable opportunities.

        True   False

23. Identify two kinds of reports an agency can use to measure the success of its client-retention efforts.

1) _____

2) _____

Learning Objective

The participant will explain how to determine whether an account is sufficiently profitable to write.

24. Complete the statement.

To determine if an account is profitable enough to write, an agency must have a complete understanding of

_____

_____ .

25. Draw lines to match each example to the kind of expense it represents.

rent

                                      hard costs

employee training

                                      soft costs

office furniture and machines

26. **Put a check (√) mark next to each question an agency must ask when it is considering expenses related to soft costs.**

☐ Does the producer have the expertise to secure an account?

☐ What technology is required to secure new clients?

☐ If a producer needs a mentor, how will the mentor's time away from her/his own work affect expenses?

☐ How will marketing efforts affect producer performance?

☐ Is staff support necessary to secure a new client?

☐ How do bonuses affect expense calculations?

27. **Use words from the box to fill in the blanks.**

• **directly attributable**
• **(non-compensation expense)**
• **premium**
• **set agency standards**

To determine the profitability of an account, it is necessary to know how much variable overhead _____ the agency has that is _____ to an account.

To determine a new or renewed account's profitability, it is necessary to calculate costs associated with the _____. This information can also be used to _____.

28. **Explain what decision an agency must make if a client demands more attention than the agency can profitably provide.**

_____

_____

_____

Technology Utilization

Learning Objective

The participant will identify five benefits of technology and five levels of utilization in an agency.

1. **Define the term *InsurTech*.**

   InsurTech is the application of

   _____

   _____

   _____ .

2. **Write letters to sort the examples into appropriate categories.**

   ### How InsurTech Affects the Insurance Industry

Claims Handling	Risk Management	New Business Onboarding

   A. electronic delivery

   B. understanding workplace behaviors

   C. calculating the estimated cost of repairs

   D. virtual walk-throughs

   E. paperless transactions

   F. reducing the number of questions asked

   G. evaluating cause and effect from a loss

   H. telematics, such as tracking driving behaviors

3. **Technology affects agency performance. Write letters to match each example to its effect.**

Effect	Example
_____ Technology increases revenue.	A. Clients have instant access to information.
_____ Technology allows measurement.	B. Agents can communicate with clients in a variety of ways.
_____ Technology improves the customer experience.	C. Both employees and clients benefit from controlled and consistent experiences, leading to greater satisfaction.
	D. Employees can work from any location.
	E. Consistency reduces possible E & O exposures.
_____ Technology helps build a consistent experience.	F. Standardized workforce practices reduce employee stress, making the work environment more enjoyable.
	G. The ability for any number of people to process more transactions increases per-person revenue.
_____ Technology offers flexibility.	H. Agents can focus more on customer service than on transactions.
	I. Unchanging, or invariable, practices reduce exposure to E & O claims.
_____ Technology can increase employee satisfaction.	J. Employees can access personal training opportunities.
	K. Any given number of people can process more transactions.

4. **Choose words from the box to fill in the blanks.**

The term *utilization* refers to making _____ or efficient use of something. It is not an agency's specific _____ or _____ system that determines utilization. It is the _____ at which these items are implemented. Implementation includes employee _____, back-office support, _____ support, and _____.

- **customer service**
- **level**
- **management**
- **practical**
- **sales**
- **support**
- **technology**

5. **Read each characteristic. Then write the number of the corresponding utilization level. The first one has been done for you.**

Level Number	Characteristic
__5__	A. Technology is used to conduct more of the various tasks of running an agency, thus reducing the overall burden on employees.
_____	B. There is a focus on how staff manage the agency's short- and long-term goals.
_____	C. Agency data integration with carrier systems exists but is not fully used.
_____	D. Technology systems are integrated so that phones and other forms of communication work with an agency's management system.
_____	E. Although some technology is in use such as phones and workstations, overall technology use is minimal.
_____	F. An agency prioritizes measuring the results of its technology and analyzing those results to determine how they affect the agency in the most positive ways.
_____	G. Practical uses of technology for the purpose of creating efficient workflows and procedures are being defined.
_____	H. Technology integration is seamless, moving the emphasis from the agency's needs to the customer's needs.
_____	I. An agency is beginning to measure the value and efficiency its technology provides.
_____	J. Only the basic features of any existing agency management system are used.
_____	K. Workflows and technology provide strategic and reliable processes that focus on customer needs.
_____	L. An agency is deciding the minimum amount of data it needs to collect.

6. **Circle True or False.**

1) Moving from one technology level to another is always done one level at a time.

   True   False

2) An agency with highly effective strategic planning can skip levels to reach Technology Utilization Level 5 instantly.

   True   False

3) Realistic goals and time frames are required for an agency to move forward from one technology utilization level to another.

   True   False

7. **Order the "big-picture" steps for moving from one technology level to the next from 1 to 4.**

   _____ Measure for success.

   _____ Build the base.

   _____ Move to the next level.

   _____ Establish the "Agency Way."

Learning Objective

The participant will describe the steps of the internal needs assessment process used to determine whether an agency should upgrade or convert its technology in order to meet agency goals.

8. **Explain the difference between a technology upgrade and a technology conversion.**

   A technology upgrade is _____ .

   A technology conversion is _____ .

9. **Explain why an agency should conduct an internal needs assessment before deciding whether to upgrade or convert its technology.**

_____

_____

_____

10. **Draw lines to match each step to the appropriate order in the process of conducting an internal technology needs assessment.**

1   Decide whether to upgrade or convert. Then consider what technology will get the job done.

2   Plan for a commitment to employee training.

3   Develop a set of questions and answers to guide the thinking, research, and decision-making processes related to whether to upgrade or convert to a new system.

4   Make a checklist of current and future needs.

5   Establish time-related goals.

11. **Circle each example of a factor an agency might consider during an internal needs assessment.**

mobile access	reporting needs	hard costs	security issues
timeline for completion	future needs	per-user cost	soft costs
required staff training	functionality across electronic platforms	whether to rely on software of Cloud solutions	client expectations

12. **Circle whether each example represents a Hard Cost or a Soft Cost.**

   Employee training

            Hard Cost   Soft Cost

   Loss of productivity during learning time

            Hard Cost   Soft Cost

   Physical equipment required for technology implementation

            Hard Cost   Soft Cost

13. **Define the term *Cloud computing*.**

   Cloud computing describes

   _____

   _____ .

14. **Name two advantages of relying on Cloud computing rather than in-house data storage.**

   1)   _____

   2)   _____

15. **Circle the word or words that complete each sentence.**

1) _____ may have had little experience with the technology used prior to a technology upgrade.

   Customer service representatives   Producers

2) Insertions of data at the earliest stages of client interactions are more complete when everyone knows how to use an agency's _____.

   VoIP   information management system

3) No matter who the employee is, familiarity with an agency's technology upgrade or conversion improves workflows and increases individual _____ .

   responsibility   productivity

16. **Circle True or False.**

VoIP is the delivery of voice and multimedia data over networks, such as the internet.

                    True   False

Printers, scanners, and telephones must be integrated and compatible for effective communication.

                    True   False

For greater productivity, an agency should grant individual access to systems rather than to groups.

                    True   False

Insurance companies can use third-party resources to access an agency's management system.

                    True   False

Most agencies wait until technology has been upgraded or converted to clean their data.

                    True   False

17. Choose words from the box to fill in the blanks.

Most agencies attempt to organize their documentation before upgrading or converting their data management systems. An agency begins by _____ its information, or "cleaning up" its data before making any system change. Stray, or _____, information is put in its proper place.

- **accurate**
- **difficult**
- **efficient**
- **integrity**
- **misplaced**
- **useful**
- **validating**

Cleaning data before an upgrade or conversion has two valuable consequences. First, it makes the change process far more _____ and less _____. Second, it provides data _____. When agency staff generate reports, those reports will be based on _____ data. Only then are reports _____.

Learning Objective

The participant will describe the relationship between standards, procedures, and workflows and how they affect efficiency and support an agency's brand.

18. Explain why built-in workflows are more effective than multitasking.

_____

_____

_____

19. **Draw lines to match each word to its definition.**

standard

every step required to complete a procedure

an acceptable level of performance

procedure

a clear list of things or steps an agency must do to meet a standard

contributes to an agency's brand

workflow

an explanation of who is responsible, what must be done, and when it must be done

every keystroke required to complete a procedure

20. **List five benefits that come from having established standards, procedures, and workflows. Together, they:**

1) _____

2) _____

3) _____

4) _____

5) _____

21. **Put a check (√) next to each outcome of an operational assessment.**

An operational assessment helps an agency:

☐ ensure that employees are following the agency's standards, procedures, and workflows

☐ decide whether to upgrade or convert technology

☐ find problems that need to be corrected

☐ evaluate individual employee performance

☐ rewrite its value, vision, and mission statements

☐ compare agency productivity levels to competitors' levels

☐ support customer service

☐ find ways to use current technology more fully

☐ identify employee training needs

☐ support an agency's core value and mission

22. **Circle the word or words that complete each sentence.**

1) _____ are needed to lead an operational assessment.

Agency managers or owners   Trained and reliable individuals

2) Assessments should be applied consistently across _____.

departments   the lowest paid employees

3) Assessment results should be communicated to _____ in general terms.

all staff   managers

4) Assessment results should include solutions, _____, and training opportunities uncovered by the assessment process.

staff recommendations   workflow glitches

23. Explain the purpose of staff stratification.

_____

_____

_____

Learning Objective

The participant will define the kinds of information an agency puts into a database and describe how it protects the integrity and security of that database.

24. Choose words from the box to fill in the blanks. Some words may be used more than once.

• **databases**
• **electronic**
• **integrity**
• **quality**
• **unreliable**

Effective information management relies entirely

on _____ documents

and _____. However, the

_____ of the information in an output such as a report

depends entirely on the _____ of the information put

into the agency's database. Without data _____, other

functions are entirely _____.

25. Put a check (√) mark next to each recommendation for managing information effectively.

☐ Fill in every field within a database.

☐ Set up folders for storing essential emails.

☐ Use appropriate naming conventions.

☐ Complete the Full Client Detail in a database.

☐ Print and store hard copies of all documents.

☐ Keep databases up-to-date.

☐ Provide employees with customized training in using the database.

26. List four kinds of data that should be entered into an agency's management system. The first one has been done for you.

1) <u>Basic client detail</u>

2) _____

3) _____

4) _____

27. Put a check (√) mark next to each example of data put into an agency's management system.

☐ claims information   ☐ driving records

☐ system access information   ☐ property update information

☐ appraisals   ☐ coverage recommendations

☐ classification codes   ☐ technology productivity metrics

☐ value statements   ☐ evaluation worksheets

☐ submission information   ☐ business income worksheets

28. Circle True or False.

1) A workflow should always start at the beginning.

   True   False

2) Client data go in first.

   True   False

3) Entering data in the middle of a workflow can lead to data backflow.

.   True   False

4) Data backflow requires employees to go back to the beginning of a workflow to fill in missing information.

   True   False

5) Working backward can save time and money.

   True   False

6) Data backflow has little or no effect on data integrity.

.   True   False

29. Fill in letters to complete each word in the following sentence.

Document managers use database systems to c ___ ___ ___ ___ ___ ___ ___,
s ___ ___ ___, and m ___ ___ ___ ___ ___ documents.

30. **List seven examples of electronic documents than an agency can collect, store, and manage.**

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

31. **Choose words from the box to fill in the blanks. Some words may be used more than once.**

• **cover page**
• **electronically**
• **files**
• **processed**
• **scanned**
• **shredded**
• **storage**

Agencies may combine early- and late-capture methods to manage in-house documents. In the early capture method, incoming documents are _____ immediately after they arrive at an agency. They are then transferred _____, attached to client _____, and/or communicated _____ to a staff member. In the late capture method, documents are _____ before they are _____. Next, they are distributed to individuals within the agency or to an outside vendor for electronic _____. Each document is accompanied by a _____. Afterward, original paper documents may be _____.

32. **Document managers are aware of their states' requirements for gathering information classified as private information. List ten possible examples of personally identifiable information (PII).**

1) _____

2) _____

3) _____

4) _____

5) _____

6) _____

7) _____

8) _____

9) _____

10) _____

33. **Describe two steps an agency must take to protect client data.**

To protect client data, an agency should _____ .

It must then _____ .

34. **Explain how encryption is related to protecting client data.**

_____

_____

_____

_____

Learning Objective

The participant will identify the benefits and challenges associated with agency technology tools, including an agency's information management system, downloading processes, and rating systems.

35. Technology presents both benefits and challenges to an agency. Write the letter of each example in the appropriate column.

Benefits of Technology	Challenges Related to Technology

A. Employees save keystrokes by allowing information to be entered only once.

B. Not all insurance companies support an agency's workflows.

C. An agency needs different workflows to work with companies that do not support bridging.

D. Processing is expedited for routine requests.

E. Employees reduce E & O exposure by decreasing the likelihood that data will be entered incorrectly.

F. Data quality improves and opportunities for human error diminish.

36. Downloading is the process of transferring information electronically from an insurance company database to an agency management system. It brings both benefits and challenges to an agency. Write the letter of each example in the appropriate column.

Benefits of Downloading	Challenges Related to Downloading

A. Download failures can lead to problems, such as data overwrites.

B. The possibility of data-entry mistakes decreases, reducing E & O exposure.

C. A failure to conduct daily download audits may result in undiscovered errors or glitches, compromising an agency's database.

D. Processing work may decrease by as much as 30%.

E. Workflow begins in an agency management or comparative rating system.

F. An agency may need different workflows to work with carriers that do not support bridging.

G. Not all insurance companies support commercial line downloads.

H. More insurance carriers provide support for personal lines downloads.

37. Circle True or False.

1) A comparative rating system is a vendor rating program that enables an agency to obtain accurate risk quotes from multiple carriers.

          True   False

2) A vendor and an insurance carrier must initiate, implement, and check rating updates.

          True   False

3) A comparative rating system increases the number of keystrokes required to obtain a premium quote.

          True   False

4) A comparative rating system is available at no cost to an agency.

          True   False

5) Not all comparative rating systems may provide an underwriting review or necessary reports.

          True   False

38. Insurance companies and agencies may provide portal access to proprietary rating systems through log-ins and passwords. Circle the word or words that complete each statement about proprietary rating systems.

1) A proprietary rating system often includes _____ approval.

          underwriting   risk

2) Agency employees enter risk data into a carrier's system to obtain quotes, but _____ may be unacceptable.

          risks   declination capabilities

3) When producers and CSRs go around an agency's management system by going directly to a carrier's site, they _____.

          compromise an   increase workflow efficiencies
        agency's documentation

39. List five examples of real-time transactions that can occur when carrier and agency management systems interpret and transfer data.

1) _____

2) _____

3) _____

4) _____

5) _____

Ethical Responsibility

Learning Objective

The participant will identify the foundations of ethical behavior, steps in making ethical decisions, and the process of establishing a Code of Ethics.

1. **Choose words from the box to fill in the blanks.**

   The rules or standards associated with one's moral duties and obligations are called _____. They are _____, or collective _____ and values that members of a society use to guide personal decisions and to differentiate between "_____ and _____"

• **agency**
• **beliefs**
• **business ethics**
• **ethics**
• **guiding principles**
• **individual**
• **profession**
• **right**
• **wrong**

   The principles that guide the decisions of individuals and groups within a given _____ are called _____. They focus on principles and problems that occur within a business environment, such as an agency. Business ethics apply to each _____ within an agency and to the _____ as a whole.

2. **Name two factors that influence the application of business ethics within the insurance industry.**

   1) _____

   2) _____

3. Write the letter of the phrase that defines each principle.

_____ **Honesty**

_____ **Loyalty**

_____ **Respect for Others**

_____ **Leadership**

_____ **Integrity**

_____ **Fairness**

_____ **Law Abiding**

_____ **Reputation and Morale**

_____ **Trustworthiness**

_____ **Concern for Others**

_____ **Commitment to Excellence**

_____ **Accountability**

A. making every effort to fulfill commitments

B. avoiding deception

C. respecting human dignity

D. protecting a company's reputation and safeguarding employee morale

E. following the Golden Rule

F. exercising power without taking advantage of others

G. accepting responsibility for one's decisions

H. demonstrating fidelity to clients, colleagues, and institutions

I. recognizing the responsibilities attached to positions of leadership

J. doing what is right, even when under pressure to do otherwise

K. being well-informed and dedicated to improving professional proficiency

L. following rules, regulations, and laws

4. Circle the word or words that complete each statement.

1) An ethical individual _____ before acting.

        speaks   thinks

2) An ethical individual demonstrates _____

        self-discipline   caution

3) An ethical individual behaves _____.

        consistently   with quiet dignity

4) An ethical individual accepts responsibility for the _____ of her/his _____.

   consequences/behaviors   integrity/leadership

5. Circle True or False.

An agency is neither ethical nor unethical.

1) Every agency should have a Code of Ethics.

    True   False

2) A Code of Ethics is the foundation of an agency's value system.

    True   False

3) An agency's Code of Ethics is reflected in its public image.

    True   False

4) Employees should take primary responsibility for establishing an agency's Code of Ethics.

    True   False

5) Agency leaders should be aware of what drives employee behaviors.

    True   False

6) Ethical practices should move from top to bottom within an agency.

    True   False

7) Implementing a Code of Ethics is a one-time effort.

    True   False

8) Agency leaders can use client surveys to evaluate how well an agency's Code of Ethics is working.

    True   False

6. **Put a check (√) mark next to each reason individuals or groups choose to act unethically.**

☐ Managers do not model a Code of Ethics.

☐ Employees feel it is unsafe to speak honestly to management.

☐ Managers promote competition.

☐ Managers establish unrealistic performance targets.

☐ Managers treat employees differently, giving some individuals advantages that others don't have.

7. **Choose words from the box to fill in the blanks.**

The consequences of unethical behaviors in an agency can include harm to the agency's

_____, exposure to

_____, a decrease

in _____, and

_____ actions.

• **legal action**
• **profitability**
• **regulatory**
• **reputation**

Learning Objective

The participant will identify the basis of legal duties that impact an agent, agency, and insurance company and explain the four types of agent authority.

8. **Underline the factors that contribute to the identification and establishment of ethical responsibilities in the workplace on the basis of law.**

employee morale   peer standards   client feedback

reliable research   social media   expert testimonies

case laws and statutes   web surveys

9. Choose words from the box to fill in the blanks. Words may be used more than once.

- **client dependence**
- **decisions**
- **fiduciary**
- **intimate knowledge**
- **length of time**
- **make**
- **responsibility**
- **special relationship**

Some situations may lead a court to determine the existence of a "_____

_____" between a client and an agent. Although these determinations can vary dramatically by state, they can be triggered by an agent's

_____ of a client, the _____

of their relationship, the degree of _____ on the agent,

or an agent simply agreeing to _____ insurance or risk

management _____ on behalf of a client.

In insurance transactions, a _____ relationship

— a relationship in which an agent, agency, or insurance company is

expected to act in the best interests of a client — is held to a higher degree

of _____ than _____

relationships in many other businesses.

10. Circle the word or words that complete each statement.

1) In a special relationship, an insured asks for _____ and an agent provides _____.

    recommendations/advice   regulations/legal statutes

2) A(n)_____ _____ is a party authorized to act ethically on behalf of another. Parties include principals, agents, and third parties.

    special relationship   legal agent

3) An insurance agent is appointed by a(n) _____ to solicit applications, collect premiums, and bind policies.

    broker   insurer

4) A(n) _____ acts or aids in negotiating insurance contracts.

    insurance counselor   broker

5) A managing general agent has _____, claims, and reinsurance placement authority from an insurer.

    solicitation   underwriting

11. **Draw lines to match each kind of agency authority to its meaning.**

actual, or expressed, authority

An insurance agent has no authority of any kind to work with clients who are seeking insurance.

implied authority

An insurance agent demonstrates practices that appear within the her/his scope of authority, based on historical practices.

apparent authority

An insurance company grants oral or written authority to an agent for the purpose of selling and servicing an insurance policy.

non-existent authority

An insurance company gives an agent authority to perform all of the usual and necessary tasks required to sell and service an insurance policy, *but* it does not issue that authority verbally or in writing.

12. **Define the term *unfair trade practice*.**

_____

_____

_____

13. Choose the word or words from the box that match each description.

> - **claims practices**
> - **false advertising**
> - **misrepresentation**
> - **rebating/gift offers/ false free prizes**
> - **tied selling**
> - **twisting and replacement codes**

1) making unnecessary demands of a client for the purpose of processing or settling a claim

   _____

   _____

2) making false statements that affect a consumer's decision to accept the terms

   of a contract _____

   __

3) using confusing, misleading, or untrue statements to promote the purchase of a product or service _____

   _____

4) offering an inducement to do business with an agency

   _____

5) suggesting a client purchase additional life insurance or a replacement policy purely for the purpose of generating additional commission

   _____

6) making the purchase of one product or service contingent upon the purchase of another _____

14. List five consequences of the practice of ethical behaviors within an agency.

1) _____

2) _____

3) _____

4) _____

5) _____

Learning Objective

The participant will explain methods to minimize agency Errors and Omissions (E & O) exposure and describe the proper steps to take following an E & O loss.

15. Circle True or False to indicate whether each factor can contribute to E & O claims.

1) the belief that a defendant has an extensive legal team

   True   False

2) changing legal standards

   True   False

3) the abundance of insurance agencies nationwide

   True   False

4) the influence of public and social media

   True   False

5) increased specialization of services and markets

   True   False

6) the availability of expert witnesses

   True   False

7) complex policies and forms

   True   False

16. **Choose words from the box to fill in the blanks.**

    Several legal and ethical duties fall to an insurance agent. Agents are expected to:

    | • expiration date |
    | • inform |
    | • non-renewal |
    | • reasonable |
    | • renew |

    - use _____ diligence to procure insurance requested by a client and to _____ the client if unable to do so

    - notify the client when the agent receives information pertaining to the _____ of a client's policy

    - _____ a policy or notify a client of _____

17. **Underline the circumstances that can lead to E & O claims.**

    the loss of a key employee   following a disaster   selling a new product

    new forms   non-payment of premiums   direct versus agency bill

    changes in business methods and technologies

18. **Write letters in the correct columns to sort the reasons different parties make E & O claims.**

Why Clients Make Claims	Why Insurance Carriers Make Claims	Why States Make Claims

    A. failure to follow legal instructions
    B. failure to procure coverage
    C. changing established services
    D. failure to meet licensing requirements
    E. deceptive trade practices
    F. use of a trust account

    G. failure to place on best available terms
    H. failure to supply underwriting information
    I. lack of or modified coverage
    J. misrepresentation of risk to the company

19. Fill in the blanks to name four basic steps an agency can take ~~to protect itself~~ from E & O claims.

1) _____ from the first day of work within an agency until the last

2) documentation of _____ standards, procedures, and workflows

3) standards that result in clear and complete _____

4) internal _____ of agency standards, processes, and documentation

20. List four steps an agency can take to protect itself ~~following~~ an E & O claim.

1) Have claims _____ by the insured.

2) Discuss the situation generally with _____ _____ to understand their involvement.

3) Have a coordinator _____ and ____ _____.

4) Prepare to be _____ .

21. Circle True or False.

An employee can prepare to be a good witness by:

1) reviewing all materials after a deposition

        True   False

2) always submitting to a deposition, with or without counsel

        True   False

3) avoiding rehearsing answers

        True   False

4) hesitating before answering questions

        True   False

5) being willing to say, "I don't know."

        True   False

6) always telling the truth

        True   False