Industry Index
Executive Summary
The IIABNY Report on Carrier Performance
2015

May 7, 2015

IIABNY
INDUSTRY
INDEX

2015
▲ P/L 75.4 ▲ C/L 76.2

Overview

Welcome to the 11th edition of the IIABNY Industry Index. To support the collective interests of its membership and the industry at large, IIABNY regularly makes the vast wealth of its members' combined experience with carriers available to all its members, their carriers and the public through the IIABNY Index. While data is collected from members, non-members and all job titles from the independent agency force, only members with responsibility for the relationship with carriers are included in the index. Other data is available on request. 271 respondents participated in the 2015 Industry Index survey. Agency owners, principals and senior management responsible for agency relations totaled 202 respondents with 161 from IIABNY members. These respondents' scores are used to develop the Index. Responses were also received from non-members and various personnel at the responding agencies. At a 95% confidence interval, this issue of the Index is projected to have an approximate margin of error of +/- 5.5%.

Index Score Results for 2015

The Personal Lines Index increased to 75.4, a 1.0 point increase over the prior year's rating. The Commercial Lines Index increased to 76.2, a 3.8 point gain over the prior rating. Super regional carriers experienced positive increases in both Personal and Commercial Lines. National and super regional carriers gained in commercial lines.

IIABNY Industry Index 2015	Personal Lines Winter 2015 Carrier Score	CHANGE - Personal Lines Winter 2015 Carrier Score Change from Winter 2014	Commercial Lines Winter 2015 Carrier Score	CHANGE - Commercial Lines Winter 2015 Carrier Score Change from Winter 2014
Overall Carrier Index	75.4	1.0	76.2	3.8
National Carrier Index	70.8	-1.3	70.6	0.3
Super Regional Carrier Index	78.1	-0.3	79.1	2.0
Regional Carrier Index	81.5	5.2	83.8	11.1

"Thanks to our members and friends who completed the survey for the 11th IIABNY Industry Index, we are able to bring this information to you. In this 2015 edition, scores for personal lines increased by 1.0 points. Commercial lines scores increased by 3.8 points.

There are many differences among the carriers and we invite all carriers to review the individual scores for the six key factors of the IIABNY Industry Index model in order to better understand how they can strengthen the all important bond between themselves and their independent agents."

– Richard A. Poppa, CAE / AAI
President and CEO of IIABNY

Comments or Questions

If you have any questions on the IIABNY Index, please contact Jean Vincent at Vincent McCabe, Inc., the program administrators, at 1-800-685-7227 (jean@vincentmccabe.com) or Kathy Weinheimer, Senior Vice President of Industry Relations and Education at IIABNY at 1-800-962-7950 or (kweinheimer@iiabny.org).

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Research Design

The research team worked carefully to build the system that would reflect the concerns and priorities of IIABNY members, fairly evaluate services provided to members and members' customers and be easy to execute and understand. More than simply a tally of survey results, the IIABNY Index uses a scientifically designed model, which weights by relative importance the individual question ratings, to create the IIABNY Index scores.

Methodology

- **Preliminary investigation.** The research team studied index methodologies from other institutions in order to determine best practices.

- **In-depth interviews with members.** In order to determine factors of importance, in-depth telephone interviews were conducted with a broad spectrum of agency principals from the IIABNY roster.

- **Quantitative analysis to develop the model.** An extensive questionnaire was developed that included all the factors from the in-depth interviews. Using the results from the questionnaire, the independent researchers used a type of multivariate analysis to reduce the number of factors for inclusion in the final survey instrument. Only the critical and representative areas for reliably evaluating carriers would remain. Six key areas of importance, representing all the factors studied, were generated. The researchers also used statistical analysis to determine the relative importance measure by which each of these six key factors would be weighted.

- **Data collection for the 2015 IIABNY Index.** 271 respondents participated in the 2015 Industry Index survey. Agency owners, principals and senior management responsible for agency relations totaled 202 respondents with 161 from IIABNY. These respondents' scores are used to develop the Index. Responses were also received from non-members and various personnel at the responding agencies. At a 95% confidence interval, this issue of the Index is projected to have a approximate margin of error of +/- 5.5%. Confidence intervals will vary for the individual carrier scores.

  The IIABNY Index is composed entirely of ratings from agency principals or leaders responsible for carrier relations in New York State. Other agency personnel are also invited to participate in the survey and their accumulated responses are available to individual carriers; however, the index only includes ratings from agency principals or leaders as the most important evaluator of the agency carrier relationships. Each respondent answered 6 questions for each line of business of the carriers they rated. Respondents only rated carriers with which they had done business in the last twenty-four months. 48 different insurance carriers were included in the questionnaire and respondents were allowed to add and score carriers not included in the defined listing.

Six Master Factors Determined

From the analysis of all factors uncovered in the initial Index research, six key factors of importance were determined using advanced statistical analysis techniques. To evaluate a carrier, members were asked, "How does your experience with this carrier rate with respect to each of the following ideals? Please use a scale of 1 to 10, where 1 means poor and 10 means excellent." The key factors, or ideals, they rated are listed below.

1. Underwriters are empowered, responsive and consistent.

2. Technology and documentation are easy to use.

3. Keeps its promises, treats me, my agency and my customers with honesty and fairness.

4. Treats our relationship as a real partnership.

5. Field and office personnel have a relationship with me and my customers, and they are very responsive.

6. Profit sharing and commission arrangements are fair.

2015 IIABNY Industry Index Results Overview

The Personal Lines Index increased to 54.4, a 1.0 point increase over the prior year.
> National carriers: Scores declined by 1.3 points to 70.8
> Super regional carriers: Scores declined slightly by .3 points to a score of 78.1
> Regional carriers: Scores greatly increased by 5.1 points to 81.5

The Commercial Lines Index increased to 76.2, a strong 3.8 points up over the prior year
> National carriers: Scores increased by .3 points to 70.6
> Super regional carriers: Scores increased by 2. points to 79.1
> Regional carriers: Scores increased by 11.1 points to 83.8

Super Regional carriers scored highest in both personal lines and commercial lines.

IIABNY Industry Index 2015	Personal Lines Winter 2015 Carrier Score	CHANGE - Personal Lines Winter 2015 Carrier Score Change from Winter 2014	Commercial Lines Winter 2015 Carrier Score	CHANGE - Commercial Lines Winter 2015 Carrier Score Change from Winter 2014
Overall Carrier Index	75.4	1.0	76.2	3.8
National Carrier Index	70.8	-1.3	70.6	0.3
Super Regional Carrier Index	78.1	-0.3	79.1	2.0
Regional Carrier Index	81.5	5.2	83.8	11.1

IIABNY INDUSTRY INDEX

2015
▲ P/L 75.4 ▲ C/L 76.2

Personal Lines Results

Of the six component factors of the Index, "Keeps its promises, treats me, my agency and my customers with honesty and fairness." had the highest scores, in large part due to the increases noted in Regional Carrier scores.

The lowest overall score (69.9) was "Profit sharing and commission arrangements are fair." It should be noted that while this is the lowest, it did experience a .7 point gain over the prior year. It should be noted that Regional Carriers had a large increase of 5.7 points whereas National Carriers declined by 2.5 points.
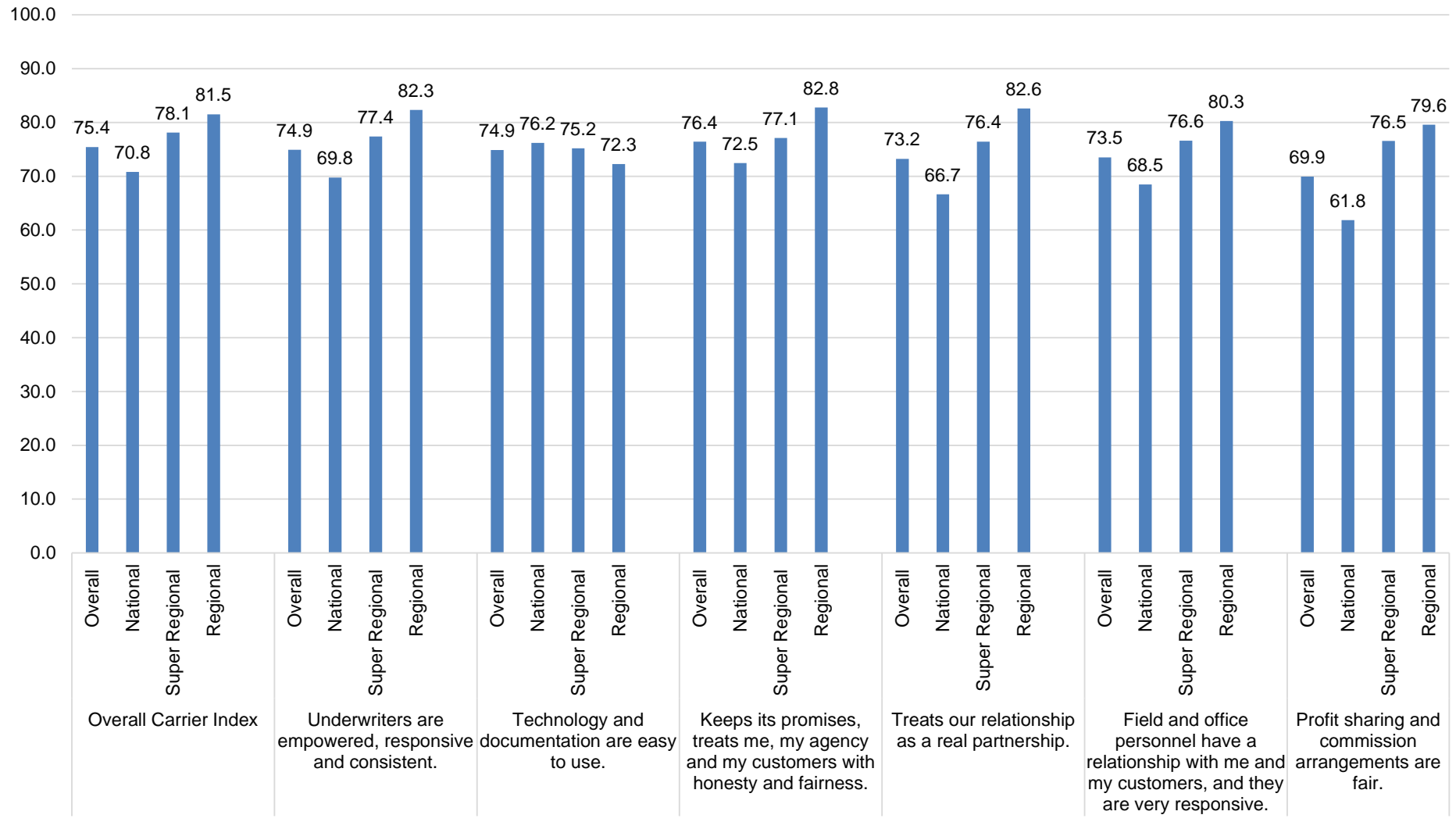
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Personal Lines Results	2015	Personal Lines 2015 Carrier Score	CHANGE - Personal Winter 2015 Carrier Score Change from 2014
Scores: Underwriters are empowered, responsive and consistent.	All Carriers	74.9	1.3
	National Carriers	69.8	(0.1)
	Super Regional Carriers	77.4	(0.2)
	Regional Carriers	82.3	4.1
Scores: Technology and documentation are easy to use.	All Carriers	74.9	1.4
	National Carriers	76.2	(0.6)
	Super Regional Carriers	75.2	2.9
	Regional Carriers	72.3	4.2
Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.	All Carriers	76.4	1.6
	National Carriers	72.5	(0.3)
	Super Regional Carriers	77.1	(1.3)
	Regional Carriers	82.8	6.5
Scores - Treats our relationship as a real partnership.	All Carriers	73.2	0.6
	National Carriers	66.7	(1.9)
	Super Regional Carriers	76.4	(2.4)
	Regional Carriers	82.6	6.5
Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.	All Carriers	73.5	(0.2)
	National Carriers	68.5	(2.3)
	Super Regional Carriers	76.6	(1.2)
	Regional Carriers	80.3	3.8
Scores - Profit sharing and commission arrangements are fair.	All Carriers	69.9	0.7
	National Carriers	61.8	(2.5)
	Super Regional Carriers	76.5	0.0
	Regional Carriers	79.6	5.7

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015 IIABNY PERSONAL LINES CARRIER INDEX

Category	Overall	National	Super Regional	Regional
Overall Carrier Index	75.4	70.8	78.1	81.5
Underwriters are empowered, responsive and consistent.	74.9	69.8	77.4	82.3
Technology and documentation are easy to use.	74.9	76.2	75.2	72.3
Keeps its promises, treats me, my agency and my customers with honesty and fairness.	76.4	72.5	77.1	82.8
Treats our relationship as a real partnership.	73.2	66.7	76.4	82.6
Field and office personnel have a relationship with me and my customers, and they are very responsive.	73.5	68.5	76.6	80.3
Profit sharing and commission arrangements are fair.	69.9	61.8	76.5	79.6

The IIABNY Carrier Index Recap

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10. A recap of IIABNY Index industry scores for commercial lines since the inception of the index are as follows:

		Summer 2007 Carrier Combined Score	Winter 2007 Carrier Combined Score	Personal Lines Spring/Summer 2008 Carrier Score	Personal Lines Winter 2008 Carrier Score	Personal Lines Summer 2009 Carrier Score	Personal Lines Winter 2010 Carrier Score	Personal Lines Winter 2011 Carrier Score	Personal Lines Winter 2012 Carrier Score	Personal Lines Winter 2013 Carrier Score	Personal Lines Winter 2014 Carrier Score	Personal Lines 2015 Carrier Score	CHANGE - Personal 2015 Carrier Score Change from 2014
Overall Carrier Index	Overall Carrier Index	70.2	70.4	71.0	72.0	73.7	72.8	75.2	74.6	73.7	74.4	75.4	1.0
	National Carrier Index	66.5	67.5	67.6	69.4	69.3	68.8	71.9	71.8	71.6	72.1	70.8	-1.3
	Super Regional Carrier Index	74.7	74.2	75.5	73.2	77.5	77.4	79.3	76.8	75.2	78.4	78.1	-0.3
	Regional Carrier Index	77.8	76.0	77.0	78.4	80.7	77.2	79.0	79.1	76.8	76.3	81.5	5.2
Factor Scores - Underwriters are empowered, responsive and consistent.	All Carriers	70.3	71.2	72.2	73.8	73.0	72.0	74.1	73.90	73.7	73.6	74.9	1.3
	National Carriers	65.8	67.7	68.5	71.4	68.3	67.1	70.0	70.10	70.6	69.9	69.8	(0.1)
	Super Regional Carriers	75.9	75.1	76.4	74.1	76.1	77.8	78.3	76.70	75.3	77.6	77.4	(0.2)
	Regional Carriers	79.9	78.7	79.9	80.5	81.0	77.4	79.8	80.30	78.6	78.2	82.3	4.1
Factor Scores - Technology and documentation are easy to use.	All Carriers	71.2	71.6	72.6	73.7	72.6	71.5	74.0	73.40	72	73.5	74.9	1.4
	National Carriers	71.7	72.3	72.8	74.0	72.4	71.9	75.2	74.80	75.5	76.8	76.2	(0.6)
	Super Regional Carriers	70.8	70.4	72.1	70.5	71.6	71.7	72.9	72.50	69.3	72.3	75.2	2.9
	Regional Carriers	69.7	70.7	72.6	76.2	73.6	70.7	72.2	70.90	67	68.1	72.3	4.2
Factor Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.	All Carriers	73.0	73.2	73.7	74.7	75.1	74.0	76.3	75.70	74.7	74.8	76.4	1.6
	National Carriers	69.8	70.7	70.8	72.8	71.1	70.8	73.6	73.30	72.7	72.8	72.5	(0.3)
	Super Regional Carriers	76.5	75.5	77.3	74.5	78.6	76.8	79.8	77.30	75.7	78.4	77.1	(1.3)
	Regional Carriers	80.3	79.5	79.2	80.4	81.2	78.3	79.4	79.90	77.9	76.3	82.8	6.5
Factor Scores - Treats our relationship as a real partnership.	All Carriers	69.7	69.9	70.4	71.1	71.8	71.4	72.3	72.90	71.1	72.6	73.2	0.6
	National Carriers	64.9	65.8	66.1	67.6	66.0	66.1	69.2	69.00	67.6	68.6	66.7	(1.9)
	Super Regional Carriers	75.7	75.5	76.9	73.9	77.2	77.1	79.8	73.90	73.3	78.8	76.4	(2.4)
	Regional Carriers	79.7	77.3	77.3	78.5	80.6	77.8	77.9	79.30	76.4	76.1	82.6	6.5
Factor Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.	All Carriers	70.5	71.2	71.1	71.2	72.6	72.0	74.3	73.80	73.7	73.7	73.5	(0.2)
	National Carriers	66.3	68.0	67.6	68.2	68.0	68.1	71.1	71.00	71.5	70.8	68.5	(2.3)
	Super Regional Carriers	75.7	76.2	76.0	73.4	77.1	77.1	78.4	76.50	74.9	77.8	76.6	(1.2)
	Regional Carriers	79.2	76.3	77.1	78.0	79.5	76.1	78.2	78.00	77.3	76.5	80.3	3.8
Factor Scores - Profit sharing and commission arrangements are fair.	All Carriers	65.9	64.8	65.2	66.7	68.4	67.0	69.8	69.10	67.9	69.2	69.9	0.7
	National Carriers	59.9	59.5	59.0	61.4	61.2	60.4	63.5	63.70	62.3	64.3	61.8	(2.5)
	Super Regional Carriers	73.7	72.6	74.1	72.3	75.4	75.2	77.4	74.70	73.7	76.5	76.5	0.0
	Regional Carriers	77.9	73.0	75.5	76.6	79.1	73.9	77.4	76.90	75.1	73.9	79.6	5.7

Results | 2015

Commercial Lines Results

Of the six component factors of the Index, "Keeps it promises, treats me, my agency and my customers with honesty and fairness" had the highest overall index score for all carriers (76.9), representing a .8 increase over the prior year.

The lowest overall score (71.8.) was "Profit sharing and commission arrangements are fair." This, however, represents a 1.9 point increase over the prior year.
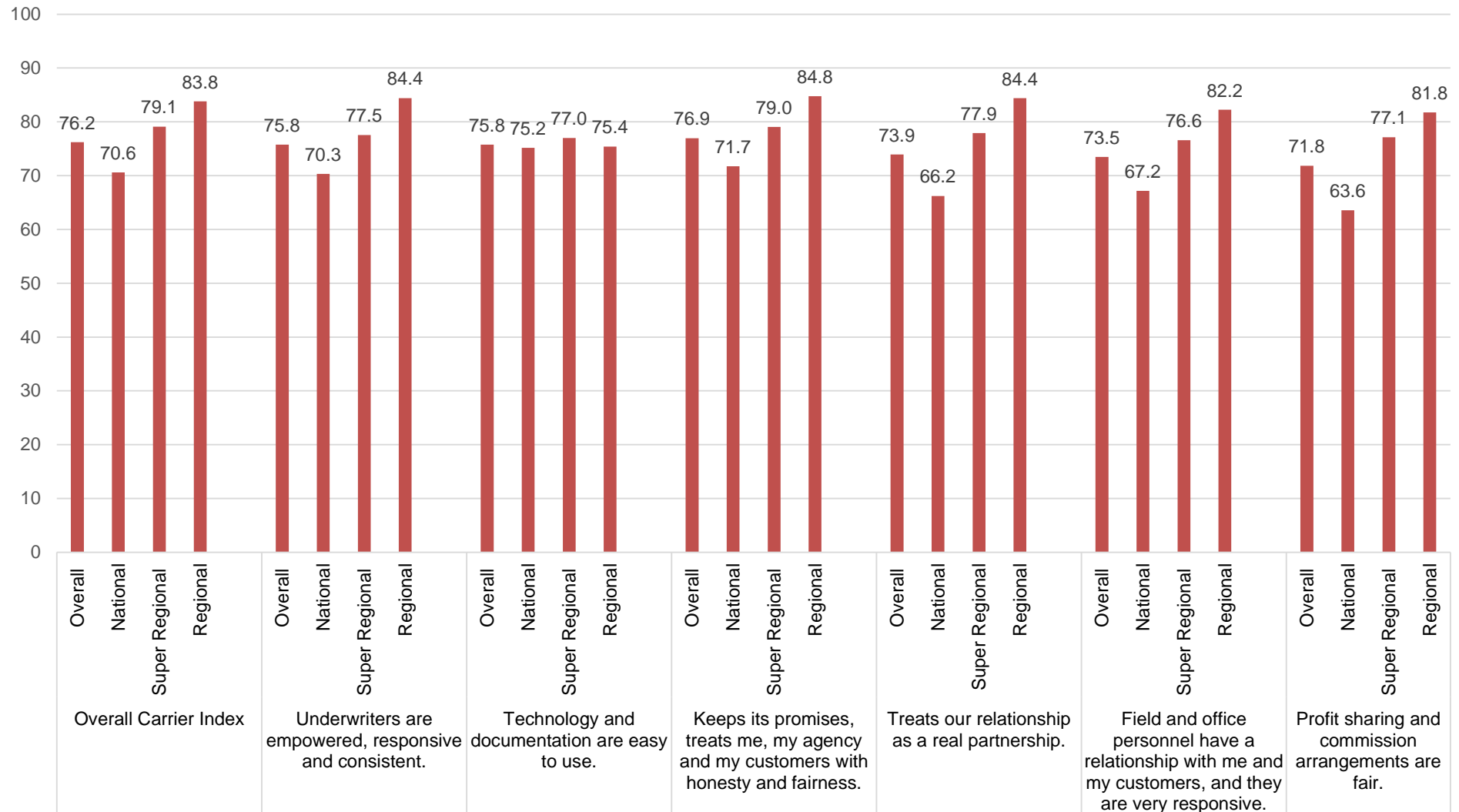
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Commercial Lines Results 2015		Commercial Lines 2015 Carrier Score	CHANGE - Commercial 2015 Carrier Score Change from 2014
Scores: Underwriters are empowered, responsive and consistent.	All Carriers	75.8	5.8
	National Carriers	70.3	1.7
	Super Regional Carriers	77.5	1.5
	Regional Carriers	84.4	12.7
Scores: Technology and documentation are easy to use.	All Carriers	75.8	3.0
	National Carriers	75.2	(0.4)
	Super Regional Carriers	77.0	2.0
	Regional Carriers	75.4	6.6
Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.	All Carriers	76.9	4.1
	National Carriers	71.7	1.7
	Super Regional Carriers	79.0	1.9
	Regional Carriers	84.8	11.7
Scores - Treats our relationship as a real partnership.	All Carriers	73.9	3.1
	National Carriers	66.2	(0.5)
	Super Regional Carriers	77.9	2.3
	Regional Carriers	84.4	11.8
			0.0
Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.	All Carriers	73.5	2.5
	National Carriers	67.2	(1.1)
	Super Regional Carriers	76.6	0.5
	Regional Carriers	82.2	10.0
Scores - Profit sharing and commission arrangements are fair.	All Carriers	71.8	3.8
	National Carriers	63.6	0.3
	Super Regional Carriers	77.1	3.4
	Regional Carriers	81.8	12.2

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

2015 IIABNY COMMERCIAL LINES CARRIER INDEX

Category	Overall	National	Super Regional	Regional
Overall Carrier Index	76.2	70.6	79.1	83.8
Underwriters are empowered, responsive and consistent.	75.8	70.3	77.5	84.4
Technology and documentation are easy to use.	75.8	75.2	77.0	75.4
Keeps its promises, treats me, my agency and my customers with honesty and fairness.	76.9	71.7	79.0	84.8
Treats our relationship as a real partnership.	73.9	66.2	77.9	84.4
Field and office personnel have a relationship with me and my customers, and they are very responsive.	73.5	67.2	76.6	82.2
Profit sharing and commission arrangements are fair.	71.8	63.6	77.1	81.8

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The IIABNY Carrier Index Recap

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10. A recap of IIABNY Index industry scores for commercial lines since the inception of the index are as follows:

		Summer 2007 Carrier Combined Score	Winter 2007 Carrier Combined Score	Commercial Lines Spring/ Summer 2008 Carrier Score	Commercial Lines Winter 2008 Carrier Score	Commercial Lines Summer 2009 Carrier Score	Commercial Lines Winter 2010 Carrier Score	Commercial Lines Winter 2011 Carrier Score	Commercial Lines Winter 2012 Carrier Score	Commercial Lines Winter 2013 Carrier Score	Commercial Lines Winter 2014 Carrier Score	Commercial Lines 2015 Carrier Score	CHANGE - Commercial Winter 2015 Carrier Score Change from 2014
Overall Carrier Index	Overall Carrier Index	70.2	70.4	73.1	71.7	75.3	73.2	74.8	75.8	74.5	72.4	76.2	3.8
	National Carrier Index	66.5	67.5	69.0	69.3	70.8	69.9	71.3	73.4	71.0	70.3	70.6	0.3
	Super Regional Carrier Index	74.7	74.2	76.5	72.4	78.7	77.5	78.8	78.7	74.9	77.1	79.1	2
	Regional Carrier Index	77.8	76.0	80.5	78.7	79.8	74.5	76.9	77.2	79.4	72.7	83.8	11.1
Factor Scores - Underwriters are empowered, responsive and consistent.	All Carriers	70.3	71.2	75.1	73.7	75.7	72.8	75.1	75.10	74.1	70.0	75.8	5.8
	National Carriers	65.8	67.7	71.2	72.2	71.4	70.1	71.8	71.91	70.7	68.6	70.3	1.7
	Super Regional Carriers	75.9	75.1	78.1	72.3	78.2	75.5	78.1	76.96	72.9	76.0	77.5	1.5
	Regional Carriers	79.9	78.7	83.1	81.4	80.7	74.9	77.6	78.98	80.6	71.7	84.4	12.7
Factor Scores - Technology and documentation are easy to use.	All Carriers	71.2	71.6	74.3	74.1	74.7	71.5	73.5	73.50	73.4	72.8	75.8	3.0
	National Carriers	71.7	72.3	74.2	74.6	75.0	73.9	75.5	76.81	74.2	75.6	75.2	(0.4)
	Super Regional Carriers	70.8	70.4	75.2	72.8	76.8	72.9	76.1	74.14	72.1	75.0	77.0	2.0
	Regional Carriers	69.7	70.7	71.8	74.9	72.2	66.4	68.6	68.36	73.5	68.8	75.4	6.6
Factor Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.	All Carriers	73.0	73.2	75.2	73.9	75.7	74.1	76.1	76.40	74.9	72.8	76.9	4.1
	National Carriers	69.8	70.7	72.1	72.0	71.8	70.7	73.1	74.10	72.3	70.0	71.7	1.7
	Super Regional Carriers	76.5	75.5	77.4	74.1	78.1	77.9	79.3	78.94	73.9	77.1	79.0	1.9
	Regional Carriers	80.3	79.5	81.9	80.4	80.3	76.1	78.1	77.80	79.9	73.1	84.8	11.7
Factor Scores - Treats our relationship as a real partnership.	All Carriers	69.7	69.9	72.7	70.6	73.0	71.8	72.7	74.30	72	70.8	73.9	3.1
	National Carriers	64.9	65.8	67.0	67.1	67.1	66.2	67.7	70.27	67.1	66.7	66.2	(0.5)
	Super Regional Carriers	75.7	75.5	77.0	72.3	76.9	77.2	77.9	78.33	73	75.6	77.9	2.3
	Regional Carriers	79.7	77.3	82.3	79.1	79.4	75.0	75.9	77.21	78.5	72.6	84.4	11.8
Factor Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.	All Carriers	70.5	71.2	73.4	70.8	74.2	72.2	73.1	75.40	74.1	71.0	73.5	2.5
	National Carriers	66.3	68.0	69.0	68.0	69.3	68.6	68.8	72.35	70	68.3	67.2	(1.1)
	Super Regional Carriers	75.7	76.2	76.7	71.4	77.9	76.6	76.7	79.03	75.4	76.1	76.6	0.5
	Regional Carriers	79.2	76.3	83.3	79.1	79.4	74.1	76.6	77.02	79.3	72.2	82.2	10.0
Factor Scores - Profit sharing and commission arrangements are fair.	All Carriers	65.9	64.8	67.4	66.6	69.1	67.9	69.2	70.90	69.3	68.0	71.8	3.8
	National Carriers	59.9	59.5	59.5	60.8	61.1	60.8	61.4	65.54	62.8	63.3	63.6	0.3
	Super Regional Carriers	73.7	72.6	74.3	71.4	74.9	76.1	75.5	75.73	73.4	73.7	77.1	3.4
	Regional Carriers	77.9	73.0	80.9	77.2	77.5	71.8	75.6	75.05	75.3	69.6	81.8	12.2

Industry Index
PERSONAL LINES

The IIABNY Report
on Carrier Performance
2015

IIABNY
INDUSTRY
INDEX

2015
▲ P/L 75.4 ▲ C/L 76.2

PROUDLY SERVING
Trusted Choice®
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The IIABNY Carrier Index

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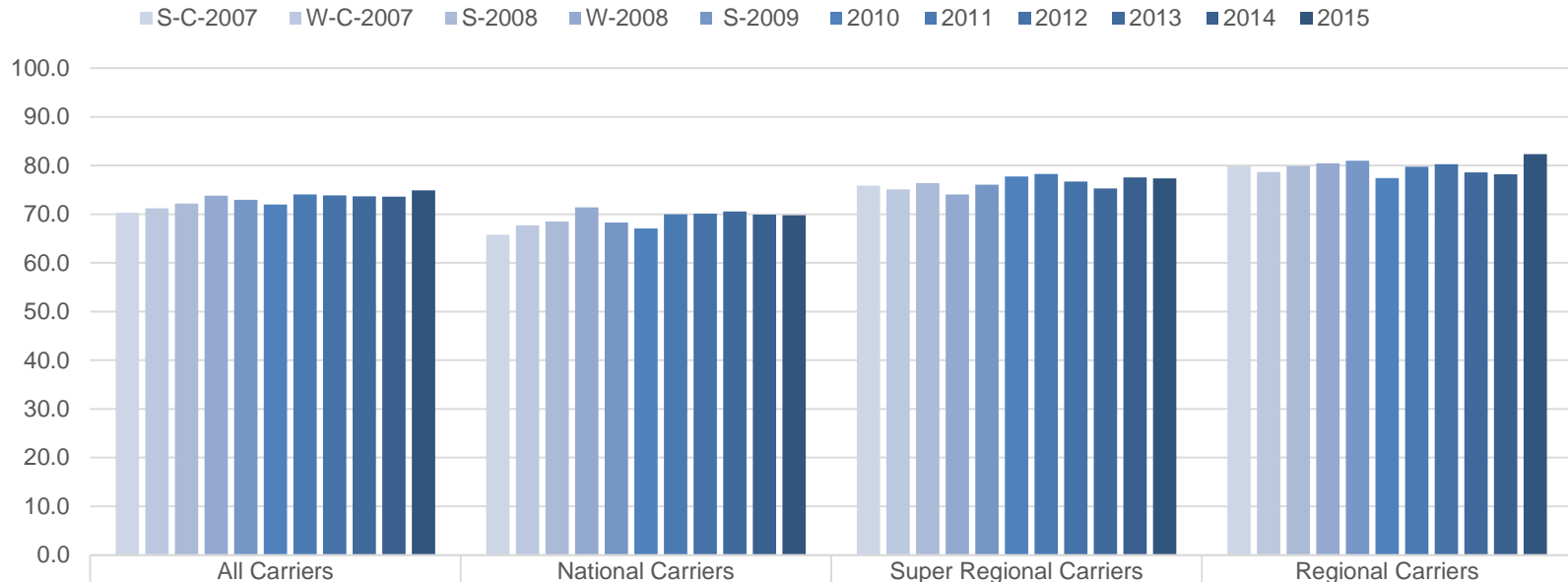
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Overall Personal Lines Scores
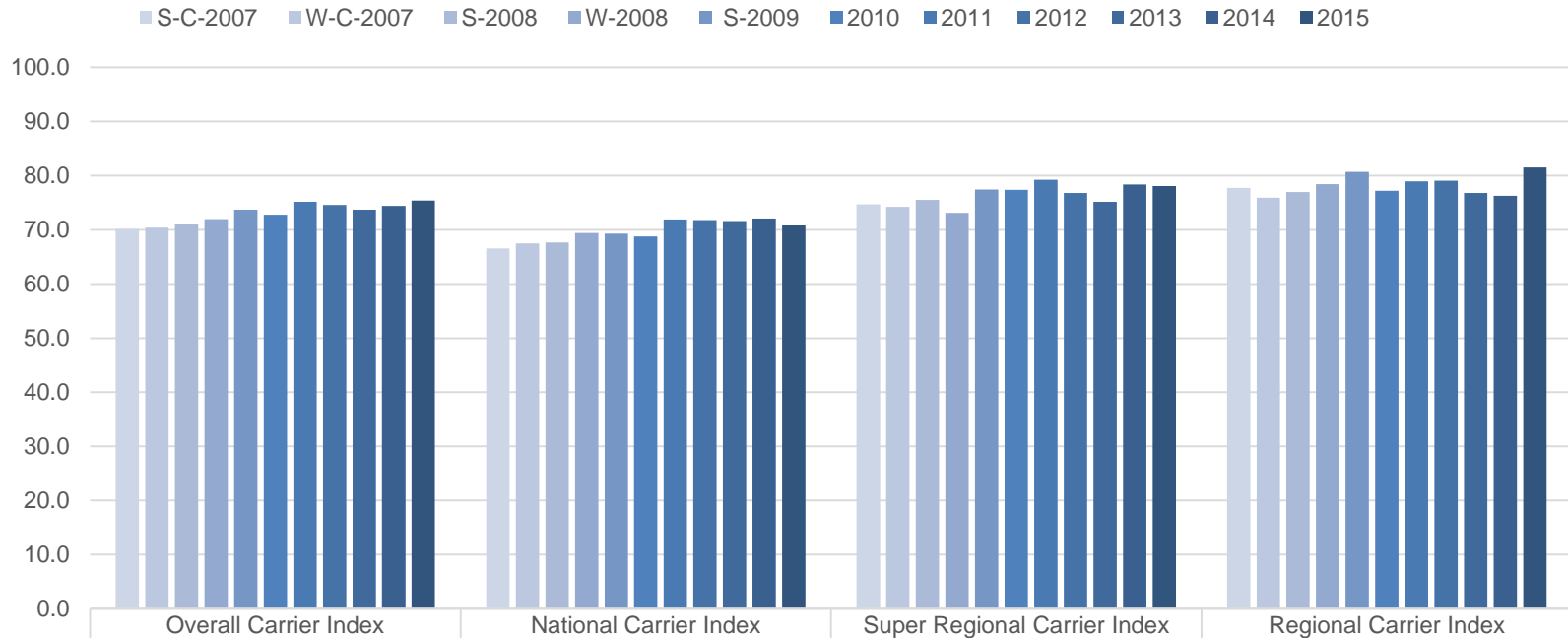
	Overall Carrier Index	National Carrier Index	Super Regional Carrier Index	Regional Carrier Index
S-C-2007	70.2	66.5	74.7	77.8
W-C-2007	70.4	67.5	74.2	76.0
S-2008	71.0	67.6	75.5	77.0
W-2008	72.0	69.4	73.2	78.4
S-2009	73.7	69.3	77.5	80.7
2010	72.8	68.8	77.4	77.2
2011	75.2	71.9	79.3	79.0
2012	74.6	71.8	76.8	79.1
2013	73.7	71.6	75.2	76.8
2014	74.4	72.1	78.4	76.3
2015	75.4	70.8	78.1	81.5

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The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

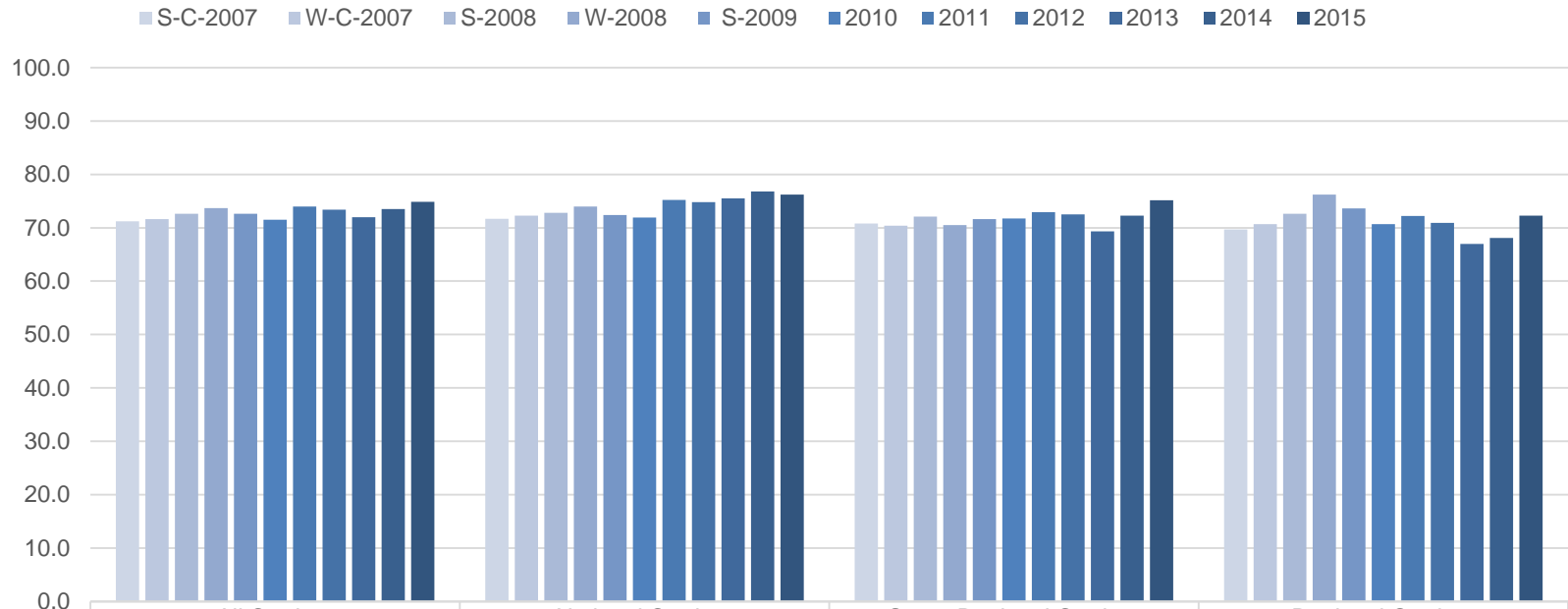## Factor Scores - Underwriters are empowered, responsive and consistent.

Legend: S-C-2007 | W-C-2007 | S-2008 | W-2008 | S-2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015

	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	70.3	65.8	75.9	79.9
W-C-2007	71.2	67.7	75.1	78.7
S-2008	72.2	68.5	76.4	79.9
W-2008	73.8	71.4	74.1	80.5
S-2009	73.0	68.3	76.1	81.0
2010	72.0	67.1	77.8	77.4
2011	74.1	70.0	78.3	79.8
2012	73.90	70.10	76.70	80.30
2013	73.7	70.6	75.3	78.6
2014	73.6	69.9	77.6	78.2
2015	74.9	69.8	77.4	82.3

14

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Technology and documentation are easy to use.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	71.2	71.7	70.8	69.7
W-C-2007	71.6	72.3	70.4	70.7
S-2008	72.6	72.8	72.1	72.6
W-2008	73.7	74.0	70.5	76.2
S-2009	72.6	72.4	71.6	73.6
2010	71.5	71.9	71.7	70.7
2011	74.0	75.2	72.9	72.2
2012	73.40	74.80	72.50	70.90
2013	72	75.5	69.3	67
2014	73.5	76.8	72.3	68.1
2015	74.9	76.2	75.2	72.3

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

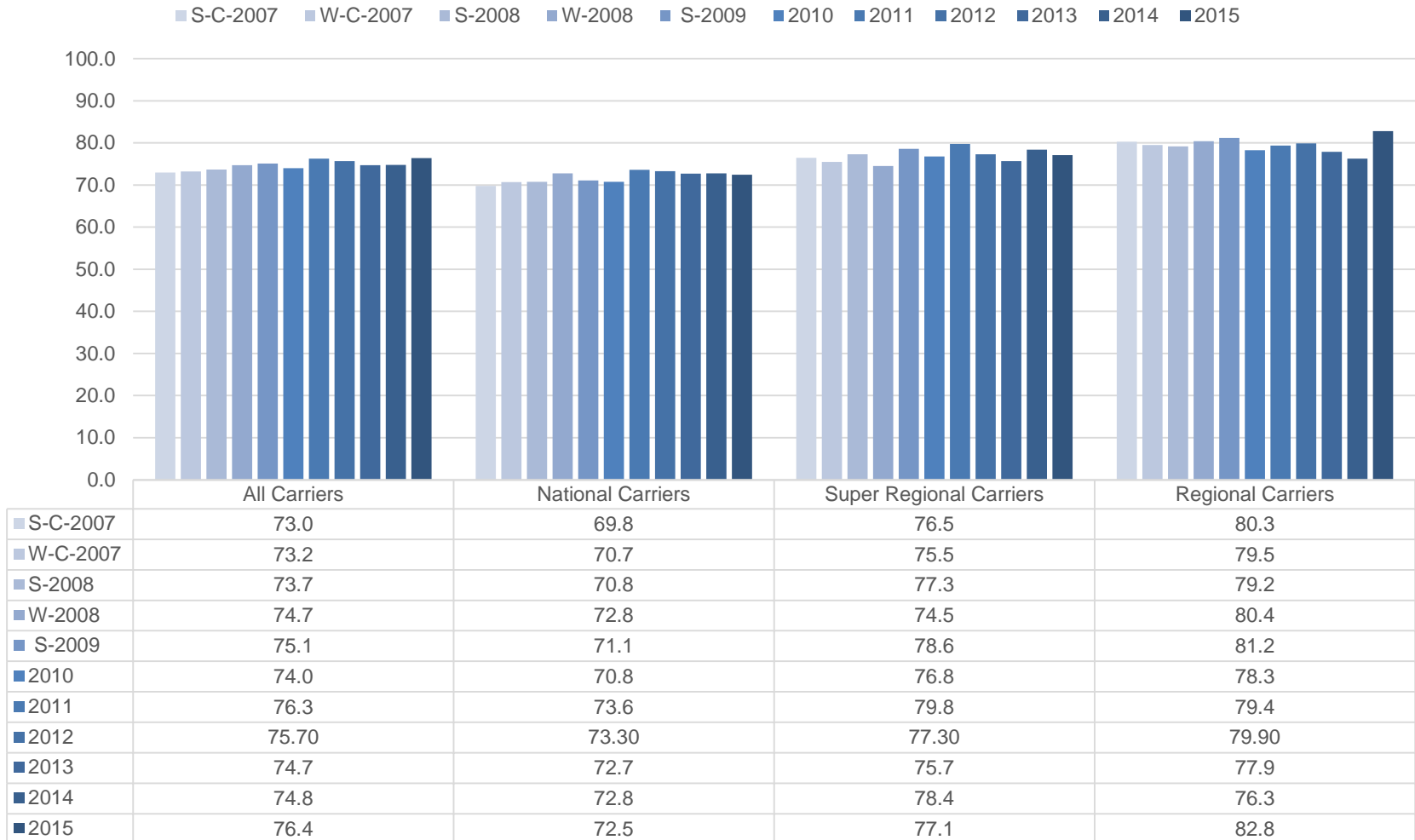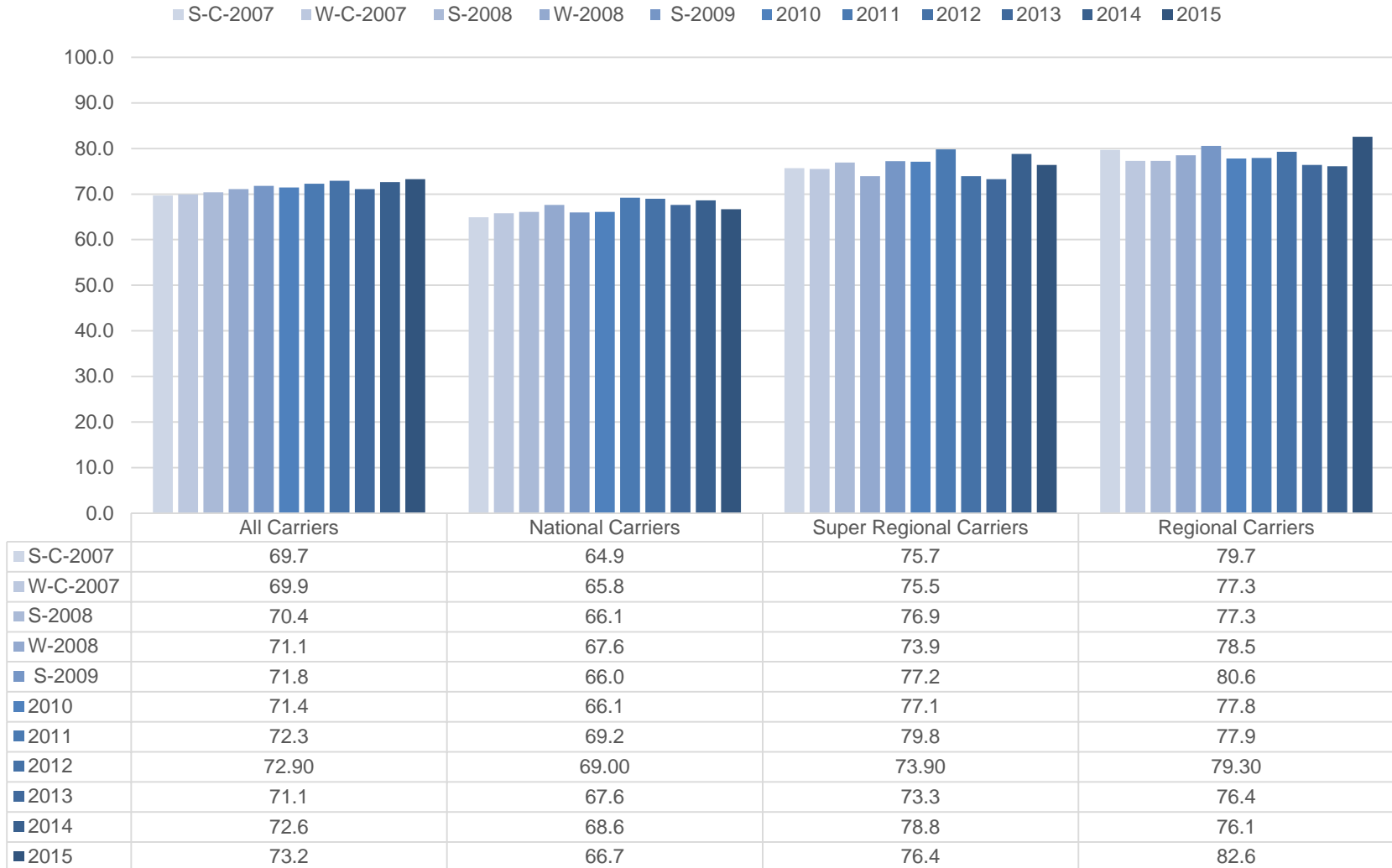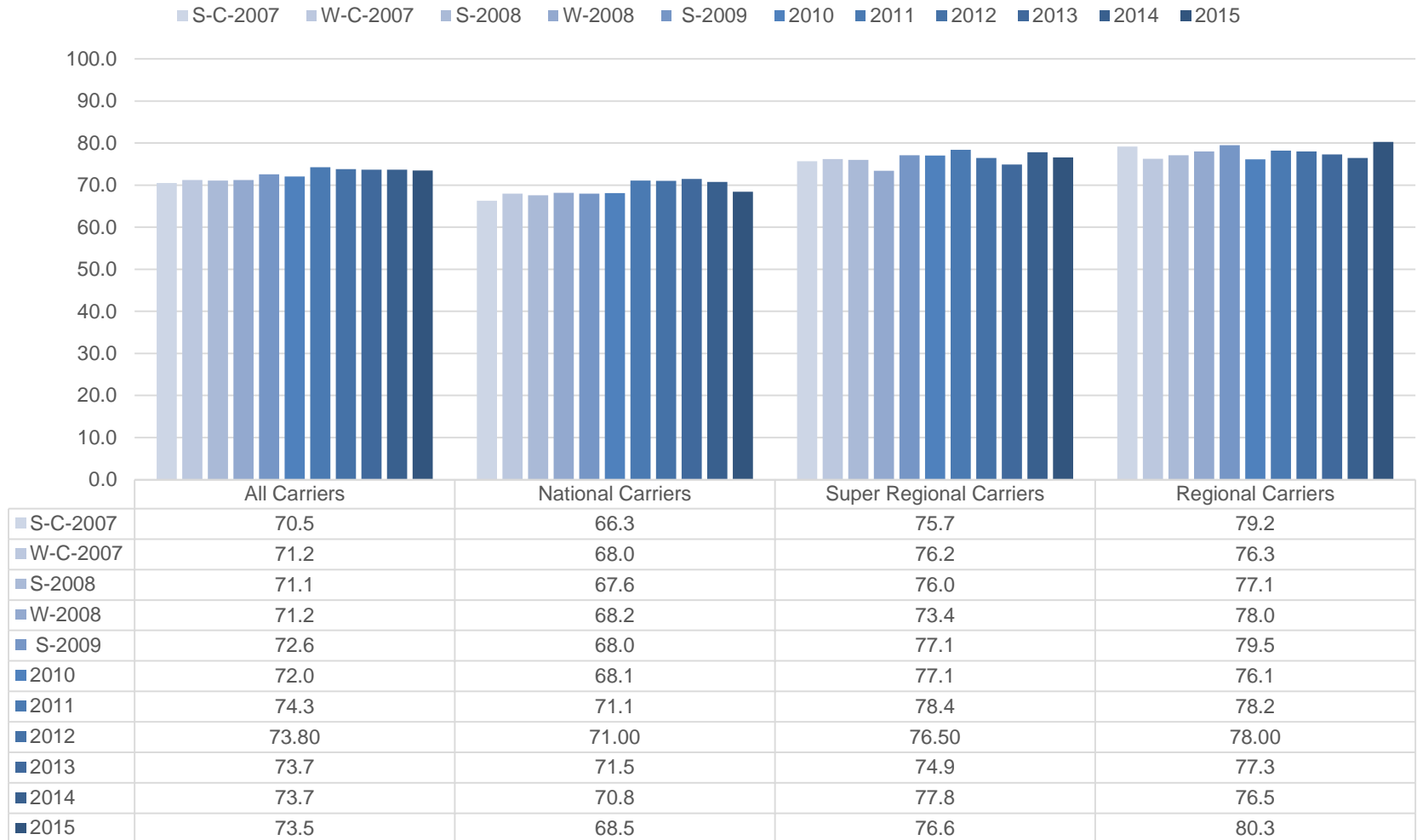|	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	73.0	69.8	76.5	80.3
W-C-2007	73.2	70.7	75.5	79.5
S-2008	73.7	70.8	77.3	79.2
W-2008	74.7	72.8	74.5	80.4
S-2009	75.1	71.1	78.6	81.2
2010	74.0	70.8	76.8	78.3
2011	76.3	73.6	79.8	79.4
2012	75.70	73.30	77.30	79.90
2013	74.7	72.7	75.7	77.9
2014	74.8	72.8	78.4	76.3
2015	76.4	72.5	77.1	82.8

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Treats our relationship as a real partnership.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	69.7	64.9	75.7	79.7
W-C-2007	69.9	65.8	75.5	77.3
S-2008	70.4	66.1	76.9	77.3
W-2008	71.1	67.6	73.9	78.5
S-2009	71.8	66.0	77.2	80.6
2010	71.4	66.1	77.1	77.8
2011	72.3	69.2	79.8	77.9
2012	72.90	69.00	73.90	79.30
2013	71.1	67.6	73.3	76.4
2014	72.6	68.6	78.8	76.1
2015	73.2	66.7	76.4	82.6

17

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.

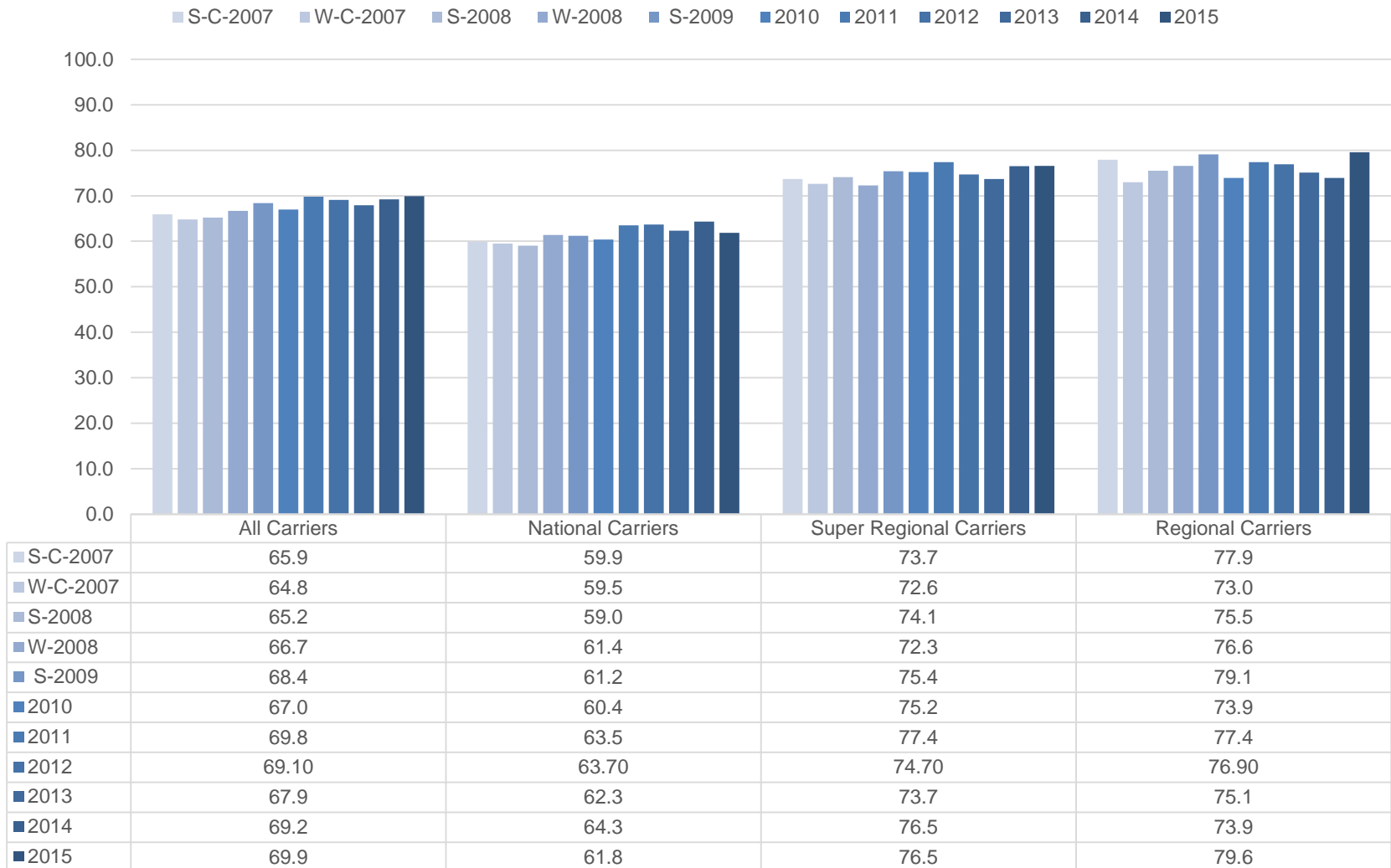|	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	70.5	66.3	75.7	79.2
W-C-2007	71.2	68.0	76.2	76.3
S-2008	71.1	67.6	76.0	77.1
W-2008	71.2	68.2	73.4	78.0
S-2009	72.6	68.0	77.1	79.5
2010	72.0	68.1	77.1	76.1
2011	74.3	71.1	78.4	78.2
2012	73.80	71.00	76.50	78.00
2013	73.7	71.5	74.9	77.3
2014	73.7	70.8	77.8	76.5
2015	73.5	68.5	76.6	80.3

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

## Factor Scores - Profit sharing and commission arrangements are fair.

Legend: ■ S-C-2007 ■ W-C-2007 ■ S-2008 ■ W-2008 ■ S-2009 ■ 2010 ■ 2011 ■ 2012 ■ 2013 ■ 2014 ■ 2015

	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
■ S-C-2007	65.9	59.9	73.7	77.9
■ W-C-2007	64.8	59.5	72.6	73.0
■ S-2008	65.2	59.0	74.1	75.5
■ W-2008	66.7	61.4	72.3	76.6
■ S-2009	68.4	61.2	75.4	79.1
■ 2010	67.0	60.4	75.2	73.9
■ 2011	69.8	63.5	77.4	77.4
■ 2012	69.10	63.70	74.70	76.90
■ 2013	67.9	62.3	73.7	75.1
■ 2014	69.2	64.3	76.5	73.9
■ 2015	69.9	61.8	76.5	79.6

Industry Index
COMMERCIAL LINES

The IIABNY Report
on Carrier Performance
2015

IIABNY INDUSTRY INDEX
2015
▲ P/L 75.4 ▲ C/L 76.2

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.
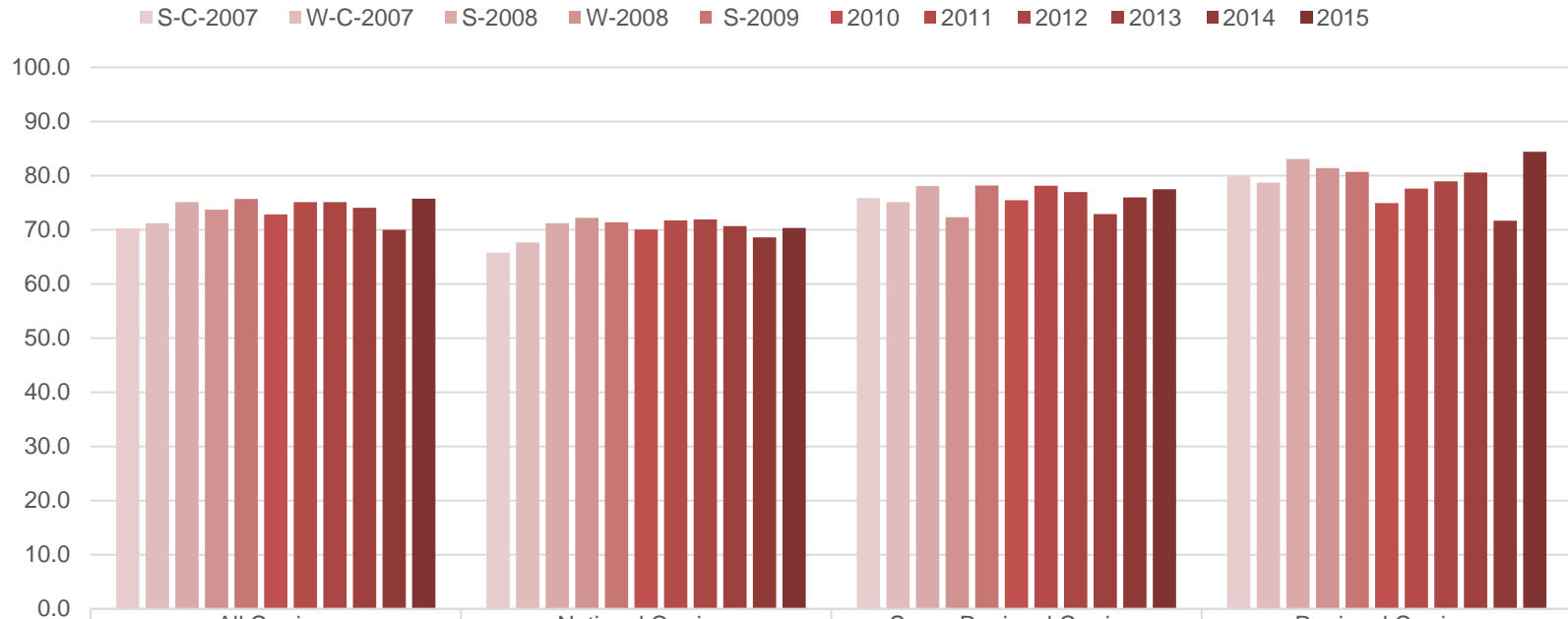
2015

Overall Commercial Lines Scores
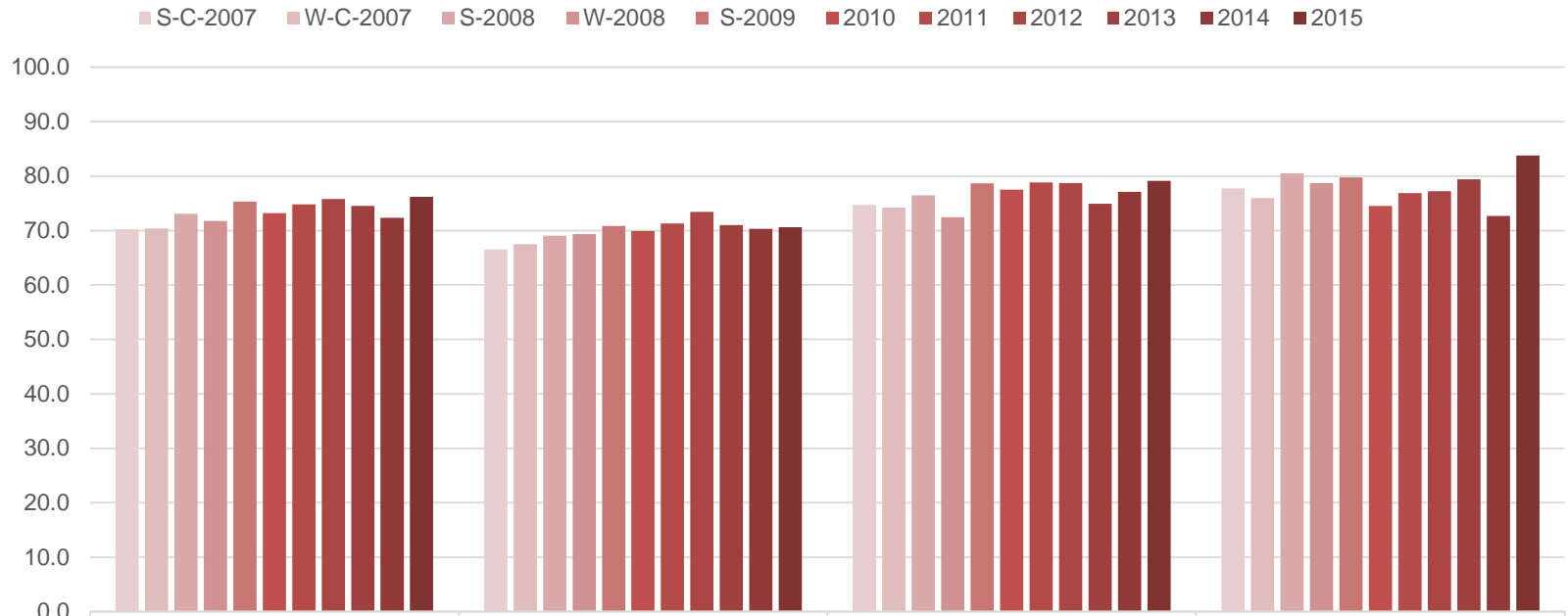
Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

	Overall Carrier Index	National Carrier Index	Super Regional Carrier Index	Regional Carrier Index
S-C-2007	70.2	66.5	74.7	77.8
W-C-2007	70.4	67.5	74.2	76.0
S-2008	73.1	69.0	76.5	80.5
W-2008	71.7	69.3	72.4	78.7
S-2009	75.3	70.8	78.7	79.8
2010	73.2	69.9	77.5	74.5
2011	74.8	71.3	78.8	76.9
2012	75.8	73.4	78.7	77.2
2013	74.5	71.0	74.9	79.4
2014	72.4	70.3	77.1	72.7
2015	76.2	70.6	79.1	83.8

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Underwriters are empowered, responsive and consistent.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

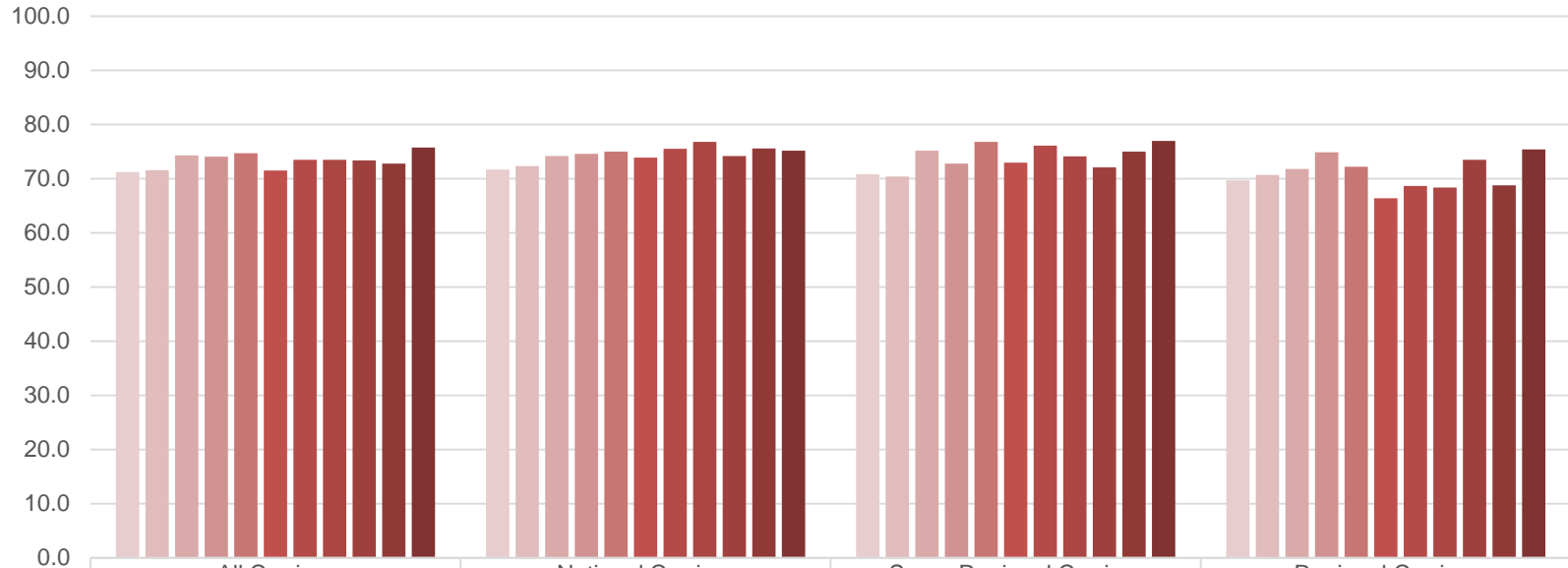|	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	70.3	65.8	75.9	79.9
W-C-2007	71.2	67.7	75.1	78.7
S-2008	75.1	71.2	78.1	83.1
W-2008	73.7	72.2	72.3	81.4
S-2009	75.7	71.4	78.2	80.7
2010	72.8	70.1	75.5	74.9
2011	75.1	71.8	78.1	77.6
2012	75.10	71.91	76.96	78.98
2013	74.1	70.7	72.9	80.6
2014	70.0	68.6	76.0	71.7
2015	75.8	70.3	77.5	84.4

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Technology and documentation are easy to use.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

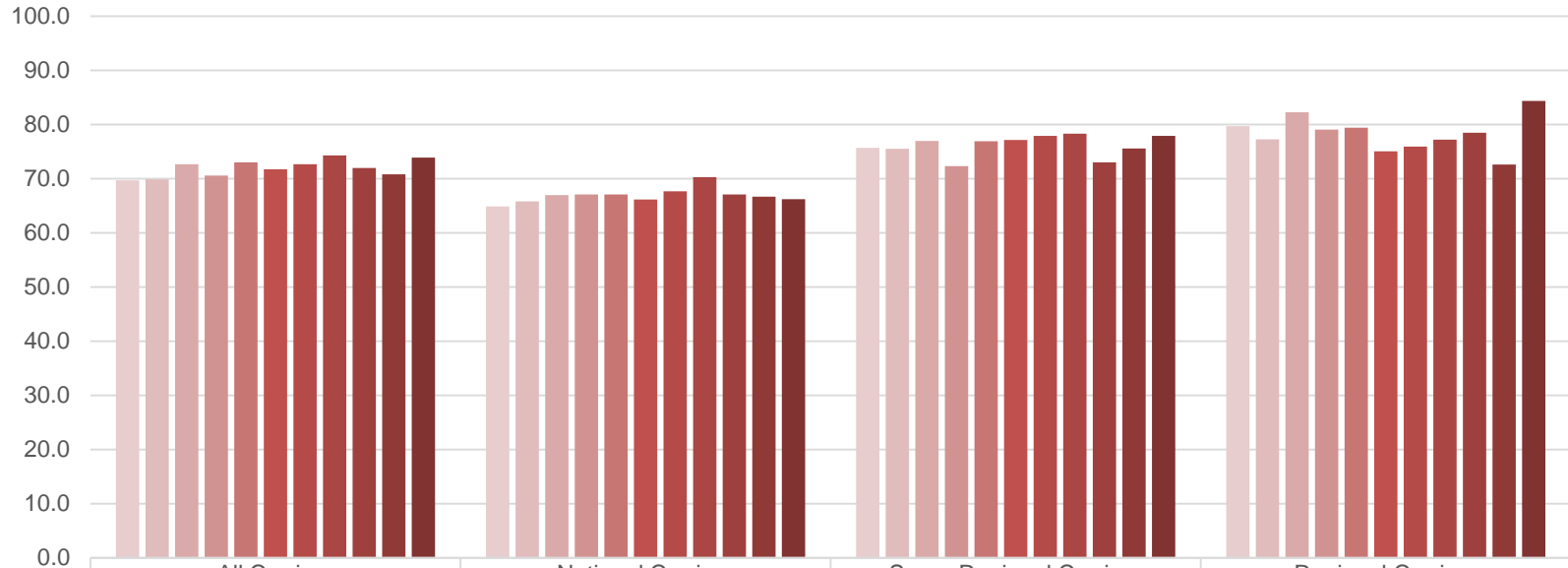|	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	71.2	71.7	70.8	69.7
W-C-2007	71.6	72.3	70.4	70.7
S-2008	74.3	74.2	75.2	71.8
W-2008	74.1	74.6	72.8	74.9
S-2009	74.7	75.0	76.8	72.2
2010	71.5	73.9	72.9	66.4
2011	73.5	75.5	76.1	68.6
2012	73.50	76.81	74.14	68.36
2013	73.4	74.2	72.1	73.5
2014	72.8	75.6	75.0	68.8
2015	75.8	75.2	77.0	75.4

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Keeps its promises, treats me, my agency and my customers with honesty and fairness.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	73.0	69.8	76.5	80.3
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W-2008	73.9	72.0	74.1	80.4
S-2009	75.7	71.8	78.1	80.3
2010	74.1	70.7	77.9	76.1
2011	76.1	73.1	79.3	78.1
2012	76.40	74.10	78.94	77.80
2013	74.9	72.3	73.9	79.9
2014	72.8	70.0	77.1	73.1
2015	76.9	71.7	79.0	84.8

The IIABNY Carrier Index

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

2015

Factor Scores - Treats our relationship as a real partnership

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015
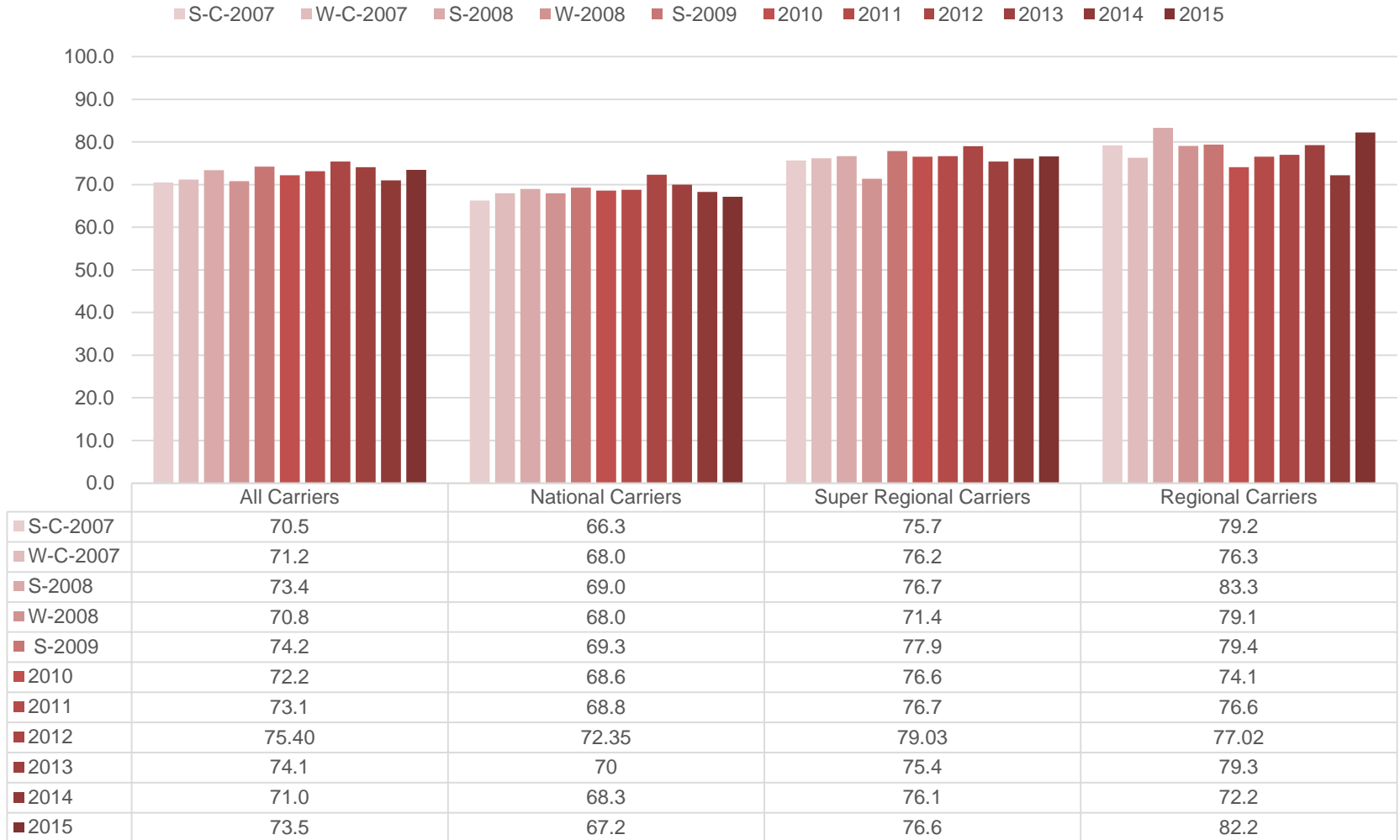
	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
S-C-2007	69.7	64.9	75.7	79.7
W-C-2007	69.9	65.8	75.5	77.3
S-2008	72.7	67.0	77.0	82.3
W-2008	70.6	67.1	72.3	79.1
S-2009	73.0	67.1	76.9	79.4
2010	71.8	66.2	77.2	75.0
2011	72.7	67.7	77.9	75.9
2012	74.30	70.27	78.33	77.21
2013	72	67.1	73	78.5
2014	70.8	66.7	75.6	72.6
2015	73.9	66.2	77.9	84.4

Individual carrier performance index scores were statistically accumulated and used to create eight industry scores – an overall carrier index, a national carrier index, a super regional carrier index and a regional carrier index for both commercial and personal lines. The maximum score possible in the Index is 100. The minimum score possible is 10.

Factor Scores - Field and office personnel have a relationship with me and my customers, and they are very responsive.

Legend: S-C-2007, W-C-2007, S-2008, W-2008, S-2009, 2010, 2011, 2012, 2013, 2014, 2015

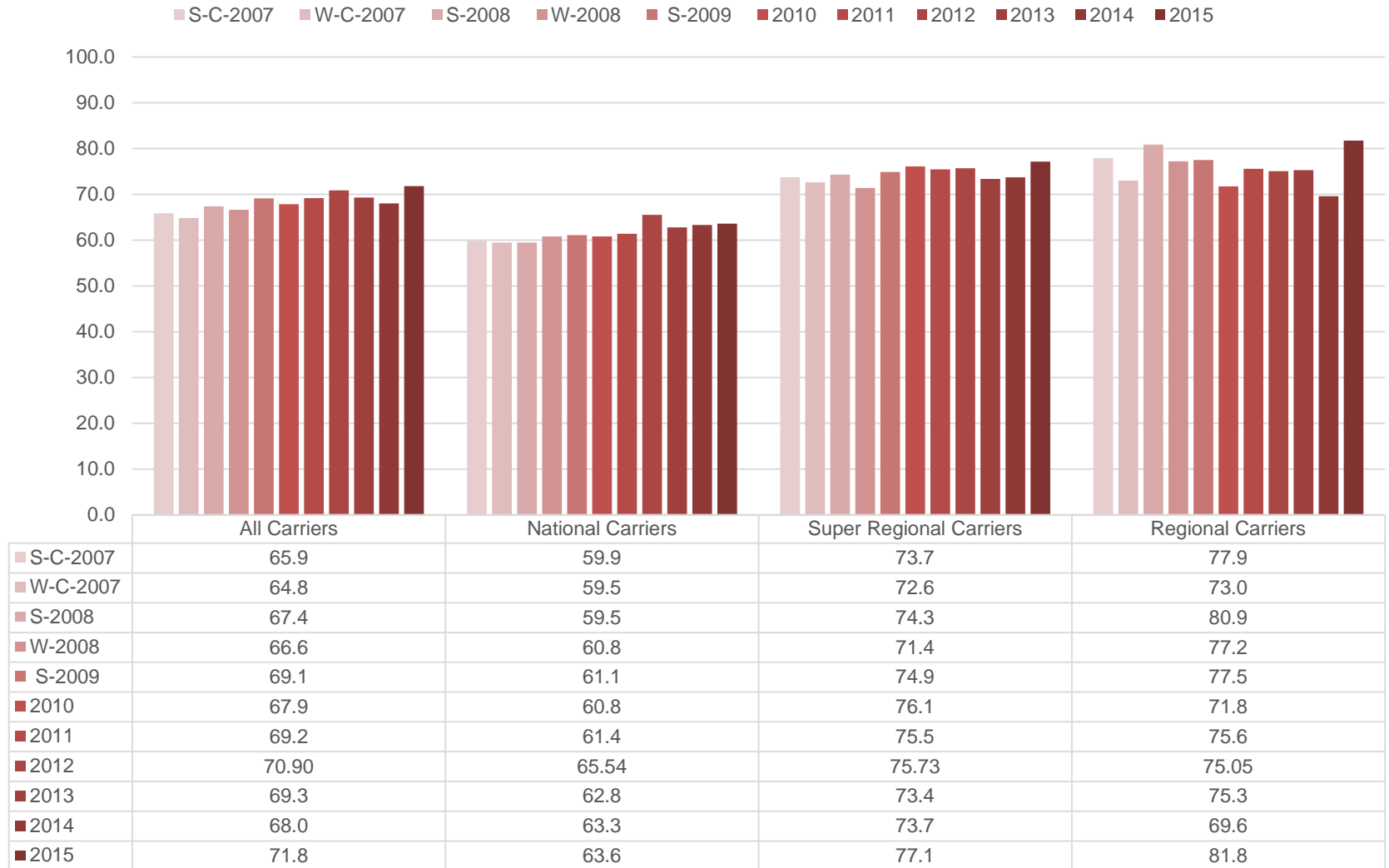|	All Carriers	National Carriers	Super Regional Carriers	Regional Carriers
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W-C-2007	71.2	68.0	76.2	76.3
S-2008	73.4	69.0	76.7	83.3
W-2008	70.8	68.0	71.4	79.1
S-2009	74.2	69.3	77.9	79.4
2010	72.2	68.6	76.6	74.1
2011	73.1	68.8	76.7	76.6
2012	75.40	72.35	79.03	77.02
2013	74.1	70	75.4	79.3
2014	71.0	68.3	76.1	72.2
2015	73.5	67.2	76.6	82.2

The IIABNY Carrier Index

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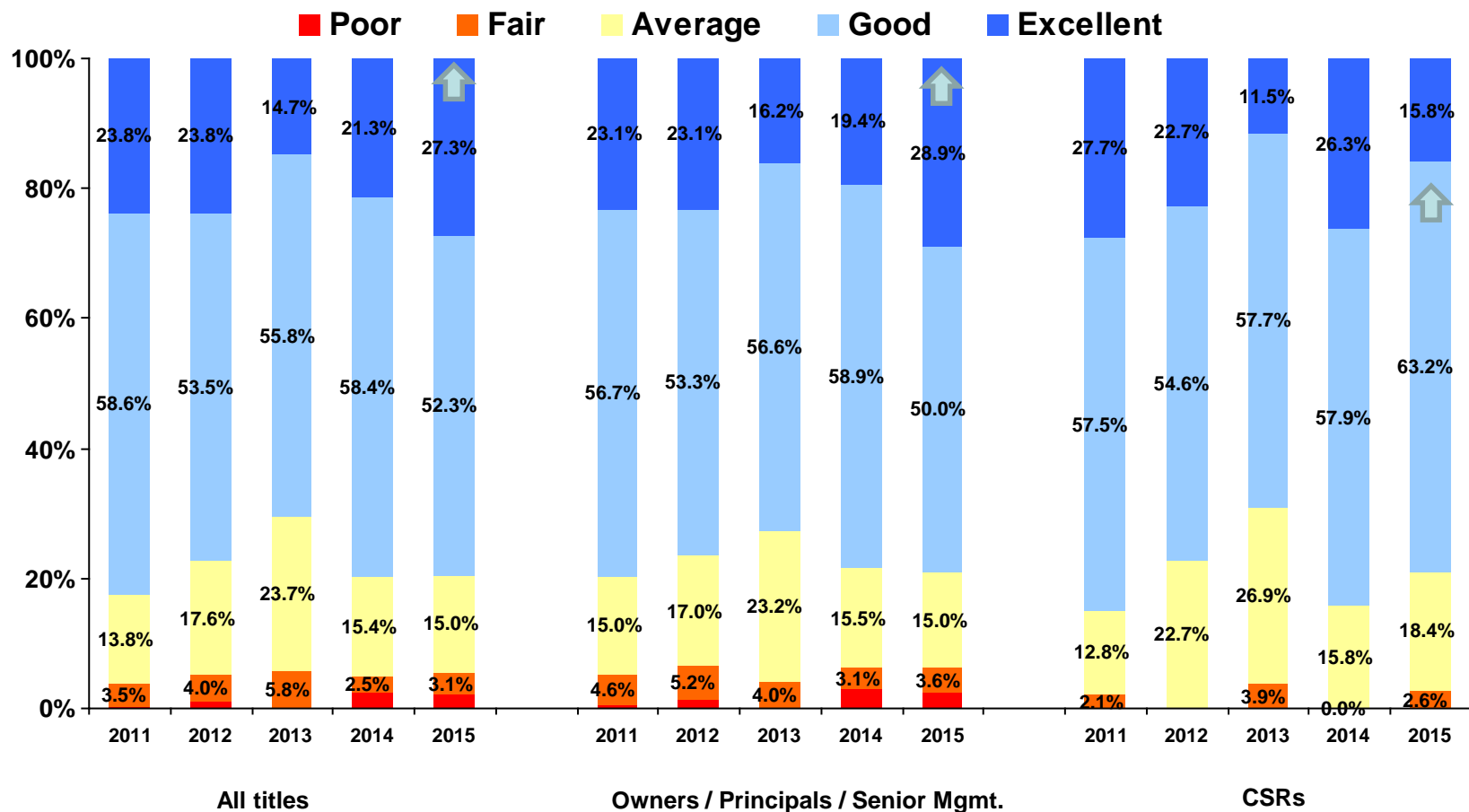## Factor Scores - Profit sharing and commission arrangements are fair.

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W-2008	66.6	60.8	71.4	77.2
S-2009	69.1	61.1	74.9	77.5
2010	67.9	60.8	76.1	71.8
2011	69.2	61.4	75.5	75.6
2012	70.90	65.54	75.73	75.05
2013	69.3	62.8	73.4	75.3
2014	68.0	63.3	73.7	69.6
2015	71.8	63.6	77.1	81.8

Industry Index
AUXILIARY TOPICS

The IIABNY Report
on Carrier Performance
2015

IIABNY INDUSTRY INDEX

2015
▲ P/L 75.4 ▲ C/L 76.2

Environmental Scanning

- Respondents were asked to rate the overall support independent agencies receive from their carriers.

Discussion: The majority of respondents (79.6%) scored their carriers as either "Good "or "Excellent." In 2015 results, the percentage of "Excellent" scores improved from the 2014 scores. For owners/principals/senior management, scores for excellent increased to 27.9%. However, CSRs carrier scores in the excellent category declined.

Legend: ■ Poor ■ Fair ■ Average ■ Good ■ Excellent

All titles

Year	Poor/Fair	Average	Good	Excellent
2011	3.5%	13.8%	58.6%	23.8%
2012	4.0%	17.6%	53.5%	23.8%
2013	5.8%	23.7%	55.8%	14.7%
2014	2.5%	15.4%	58.4%	21.3%
2015	3.1%	15.0%	52.3%	27.3%

Owners / Principals / Senior Mgmt.

Year	Poor/Fair	Average	Good	Excellent
2011	4.6%	15.0%	56.7%	23.1%
2012	5.2%	17.0%	53.3%	23.1%
2013	4.0%	23.2%	56.6%	16.2%
2014	3.1%	15.5%	58.9%	19.4%
2015	3.6%	15.0%	50.0%	28.9%

CSRs

Year	Poor/Fair	Average	Good	Excellent
2011	2.1%	12.8%	57.5%	27.7%
2012		22.7%	54.6%	22.7%
2013	3.9%	26.9%	57.7%	11.5%
2014	0.0%	15.8%	57.9%	26.3%
2015	2.6%	18.4%	63.2%	15.8%

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Thoughts for Carriers

Respondents were asked:
"What should your carriers be doing to assist you?"

Sample comments included:

Promote Independent Agents Over Direct Writing
- Place a greater value on the role of the independent agent and their success.
- Many carriers sell directly as well and partner with our biggest competitors. We find that a conflict of interest and don't like it.
- Keep us in the loop when a policyholder contacts the carrier directly.

Advertising
- Advertisement promoting independent agents, not poking fun at them.
- More help with advertising to compete with the direct writers.
- They should advertise more with the independent agent in mind.

Agents as Partners
- For some carriers I feel I am actually competing with them and for others I feel I am an active partner with. I do NOT believe in new business contests.
- True respect for our role in the distribution of product, reflected in treatment and revenue.
- Stop treating agents as the enemy.
- The good carriers only sell insurance through Independent Agents.

Fix Carrier / Agent Relationship Problems
- Prop up the independent agent. Agents do what they can but have nothing like ammo the direct writers get to work with. It's disheartening.
- We get asked to sponsor golf tournaments. If you want me to give the event something with your logo on it don't make me buy it
- They claim they respect the IA, but in many cases with few exceptions this is simply lip service.

Marketing Our Agency
- More marketing training, more marketing visits.
- Carriers need to help their agents market in their territories and compete with direct writers.

Technology
- Technology which is easy to use and provides us with all tools we need to manage our accounts.
- Appropriate technology and cost concerns are important, attempting to increase our use of computerization does not always benefit us and results in increased costs which our agency must absorb.

Chart data:

Category	% of all Responders	% of all Remarks	% of all Cases
Promote Ind. Over Direct	25.30%	11.17%	7.75%
Advertise	20.48%	9.04%	6.27%
Partnership	18.07%	7.98%	5.54%
Fix Relationship Problems	16.87%	7.45%	5.17%
Marketing	15.66%	6.91%	4.80%
Technology	14.46%	6.38%	4.43%
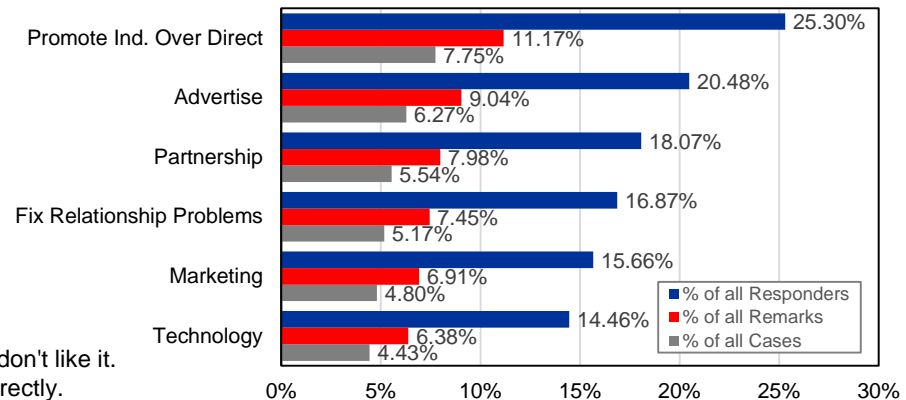
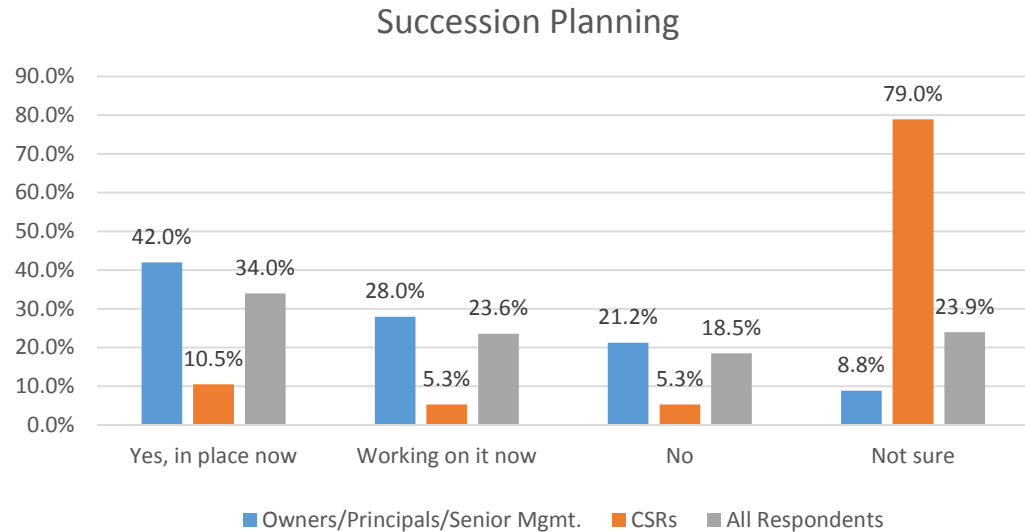Note: % of all Cases (All participants) N = 271
% of all Remarks (Multiple comments allowed) N = 188
% of all Responders (Excludes participants who did not provide a response to the question) N = 83

Succession Planning

Respondents were asked:
"Does your agency have a succession plan?"

Succession Planning

Respondents were further asked:
"If you answered, "yes" or "Working on it now," what are some of the features of your plan?"

Sample comments included:

Internal
- Internal perpetuation.

Family
- My daughter will take over.
- My sister and I are the succession plan.

Sell to Agency
- Selling to a larger agency in a creative way that allows us to fade out instead of walk out immediately after sale.

Sell to Partner
- Buy Sell agreement with Partner.

Sell to National
- Plan on selling to a large national.

Employees
- We're hiring younger employees with a view to transfer later on.
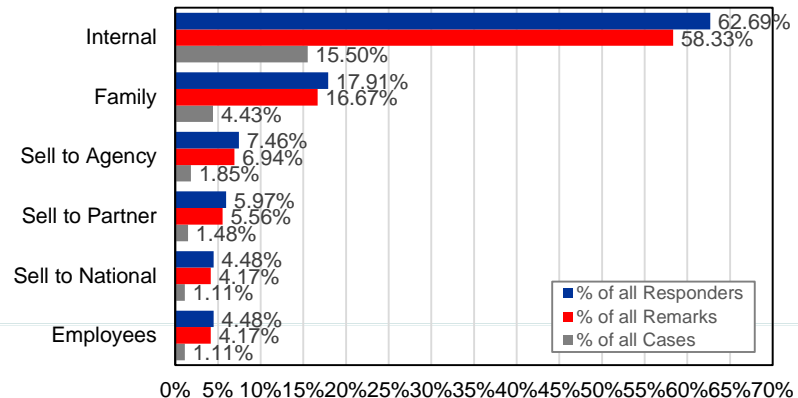
Succession Planning

Respondents were asked:
"How do you think IIABNY and/or your carriers should be assisting you with succession planning?"

Sample comments included:

No Need Now
- I am not looking for assistance from IIABNY &/or PIA.
  Maybe I would ask my carriers if they knew of anyone
  interested in buying an agency. That is reserved for the future.

Succession Planning Services
- Making available information and services to agencies that are looking to retire or semi retire. So that they may do so without additional brokerage fees to other members in there area.

Education
- Webinar or seminars for principals to give ideas and advice would be great start.

Any Support Helpful
- Yes, this would be good.

Information
- Sample plans and documents. Articles on pros and cons of different methods, etc.
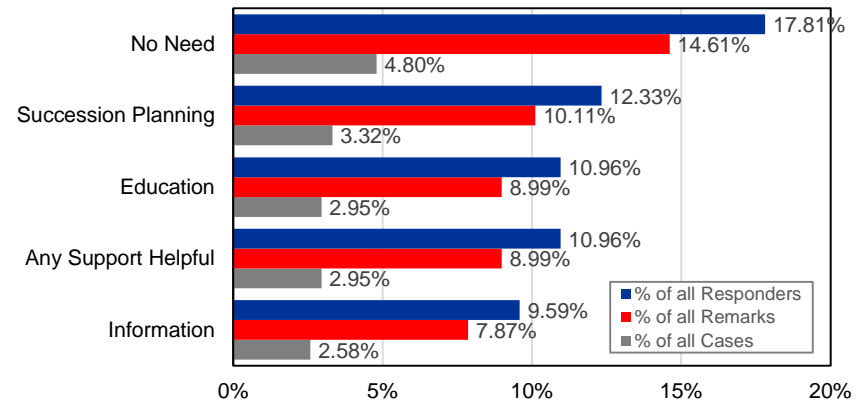
Note: % of all Cases (All participants) N = 271
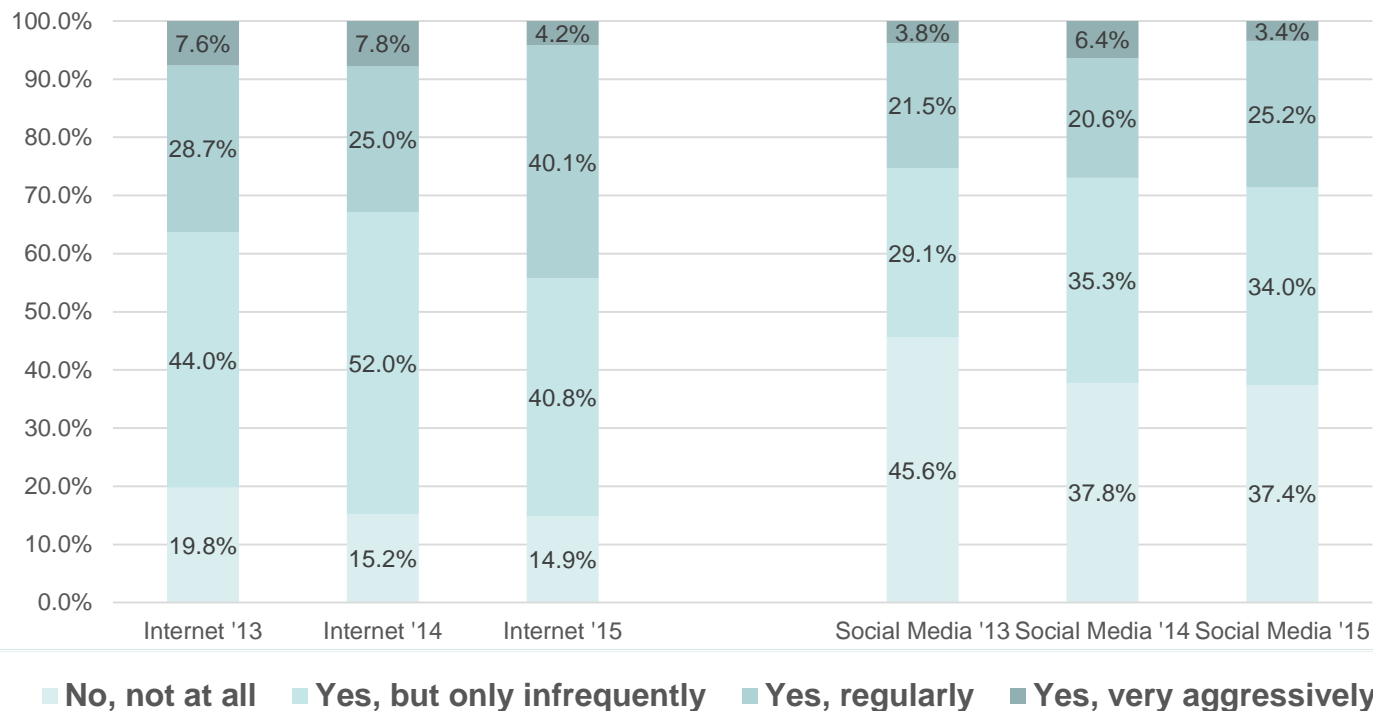% of all Remarks (Multiple comments allowed) N = 89
% of all Responders (Excludes participants who did not provide a response to the question) N = 73

Internet and Social Usage

- Respondents were asked, "Is your agency using the internet for your agency's sales and marketing activities?"

- Respondents were asked, " Is your agency using social media for your agency's sales and marketing activities?"

> Discussion: The number of respondents who used the internet and social media "regularly" and "very aggressively," have increased. In 2015, 42.3% of the respondents use the internet "regularly" or "very aggressively" and 28.6% use social media "regularly" or "aggressively"
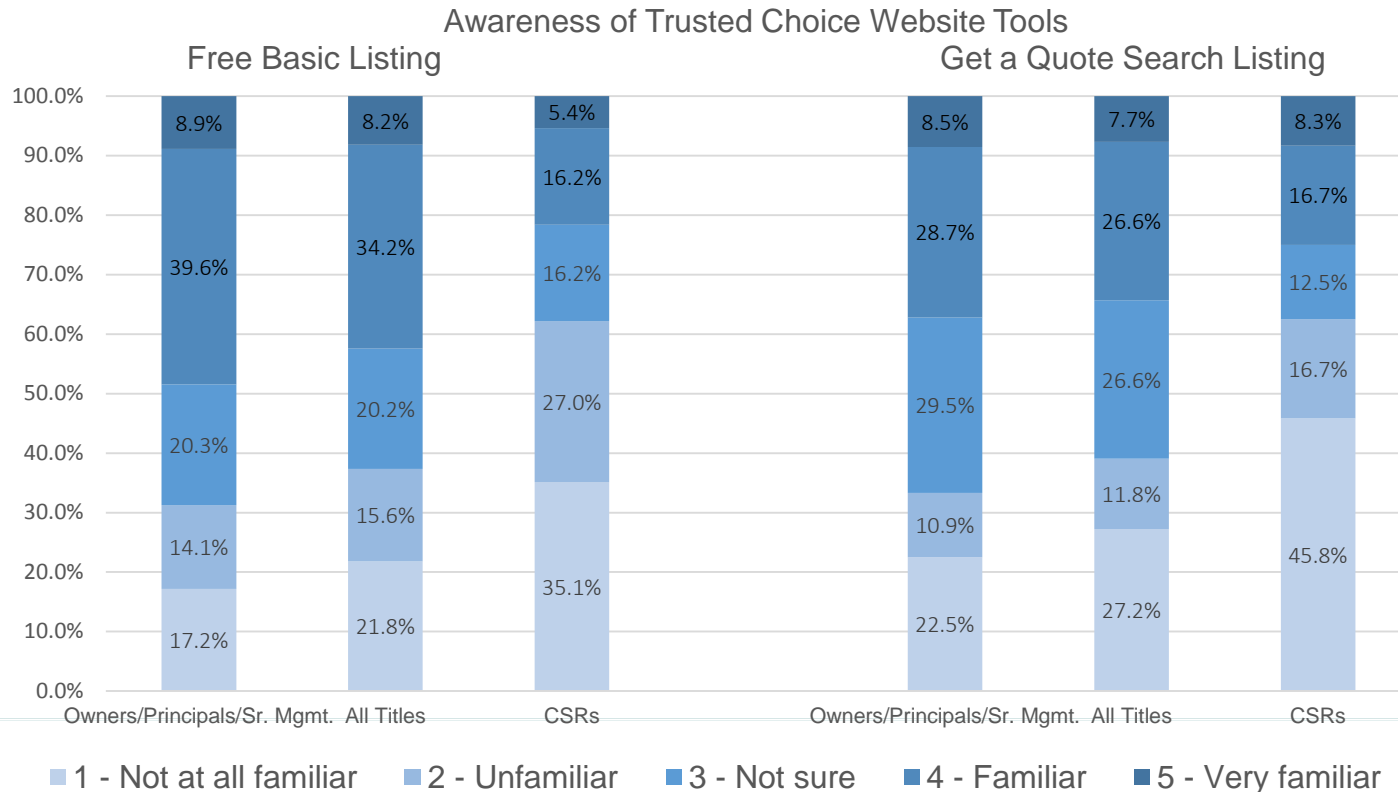
Use of Internet & Social Media

	Internet '13	Internet '14	Internet '15	Social Media '13	Social Media '14	Social Media '15
Yes, very aggressively	7.6%	7.8%	4.2%	3.8%	6.4%	3.4%
Yes, regularly	28.7%	25.0%	40.1%	21.5%	20.6%	25.2%
Yes, but only infrequently	44.0%	52.0%	40.8%	29.1%	35.3%	34.0%
No, not at all	19.8%	15.2%	14.9%	45.6%	37.8%	37.4%

Legend: ■ No, not at all ■ Yes, but only infrequently ■ Yes, regularly ■ Yes, very aggressively

Trusted Choice ® Website Tools

- Respondents were asked, "How familiar are you with the following opportunities offered through the Trusted Choice website www.trustedchoice.com?" Free Basic Listing and Get a Quote Search listing were tested.

Discussion: Owners/Principals/Senior Management are more familiar with these tools than CSR respondents are. 48.5% of the management respondents scored the "Free Basic Listing" as either "familiar" or "very familiar" and 37.2% of the management respondents scored the Get a Quote Search Listing as "familiar or "very familiar."

Awareness of Trusted Choice Website Tools

Free Basic Listing

Category	Owners/Principals/Sr. Mgmt.	All Titles	CSRs
5 - Very familiar	8.9%	8.2%	5.4%
4 - Familiar	39.6%	34.2%	16.2%
3 - Not sure	20.3%	20.2%	16.2%
2 - Unfamiliar	14.1%	15.6%	27.0%
1 - Not at all familiar	17.2%	21.8%	35.1%

Get a Quote Search Listing

Category	Owners/Principals/Sr. Mgmt.	All Titles	CSRs
5 - Very familiar	8.5%	7.7%	8.3%
4 - Familiar	28.7%	26.6%	16.7%
3 - Not sure	29.5%	26.6%	12.5%
2 - Unfamiliar	10.9%	11.8%	16.7%
1 - Not at all familiar	22.5%	27.2%	45.8%

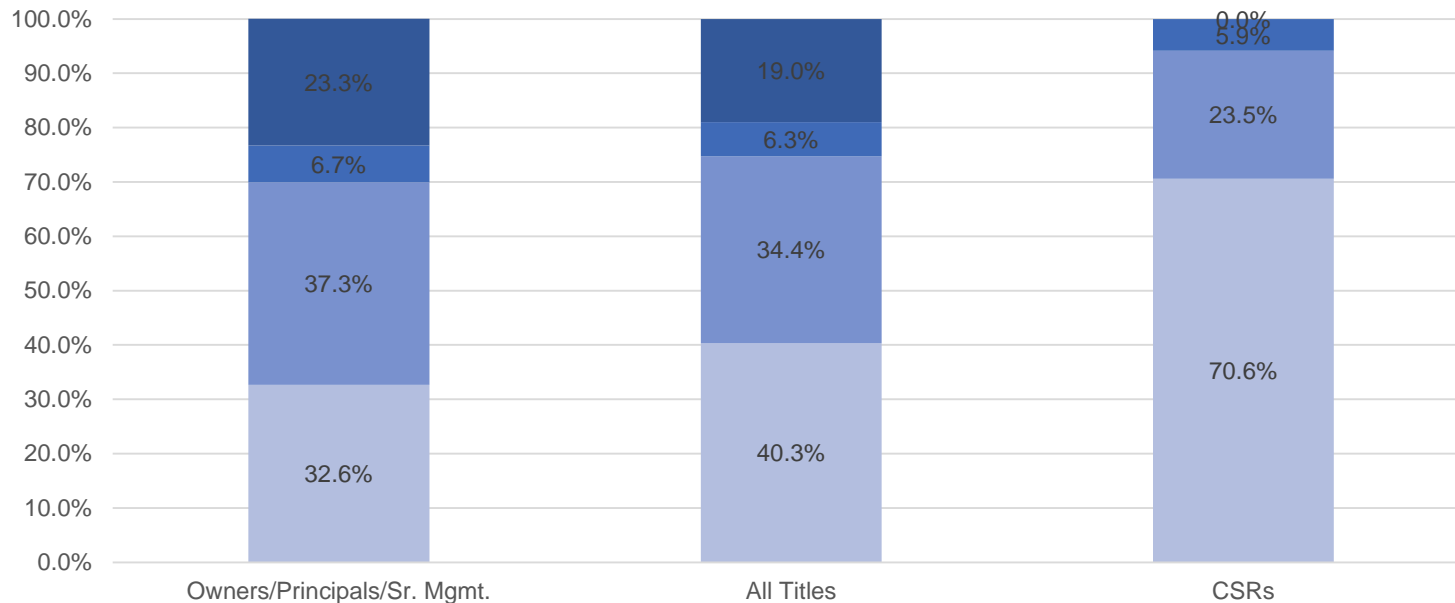Legend: 1 - Not at all familiar | 2 - Unfamiliar | 3 - Not sure | 4 - Familiar | 5 - Very familiar

Trusted Choice ® Website Tools

- Respondents were asked, "Do you know that to show up in the "Get a Quote" results available through www.TrustedChoice.com, you must have an Advantage subscription and complete an Enhanced profile?

Discussion: 23.3% of the respondents with management titles already have an Enhanced profile.

Awareness of Enhanced Profile

Category	Yes - already completed	Yes - plan to complete soon	No, but plan to look into this	No - Not interested
Owners/Principals/Sr. Mgmt.	23.3%	6.7%	37.3%	32.6%
All Titles	19.0%	6.3%	34.4%	40.3%
CSRs	0.0%	5.9%	23.5%	70.6%

- Yes - I have already completed an Enhanced profile
- Yes - I plan to complete my Enhanced profile soon
- No, but I plan to look into this.
- No - Not interested at this time

Candidate Situation

- Respondents were asked, "Do you have an adequate number of <u>qualified candidates to meet your hiring needs?</u>

Discussion: While a majority or respondents indicated that they have adequate candidates, a significant percentage 41.7% believe there are shortfalls.

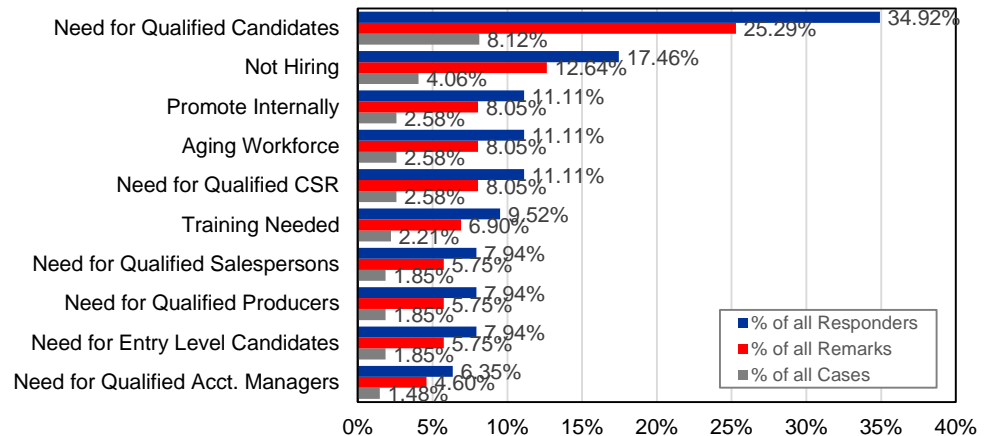### Qualified Candidates Available to Meet Needs

Category	Yes	No
Owners/Principals/Sr.Mgmt.	58.3%	41.7%
All	59.5%	40.5%
CSRs	57.6%	42.4%

■ Yes ■ No
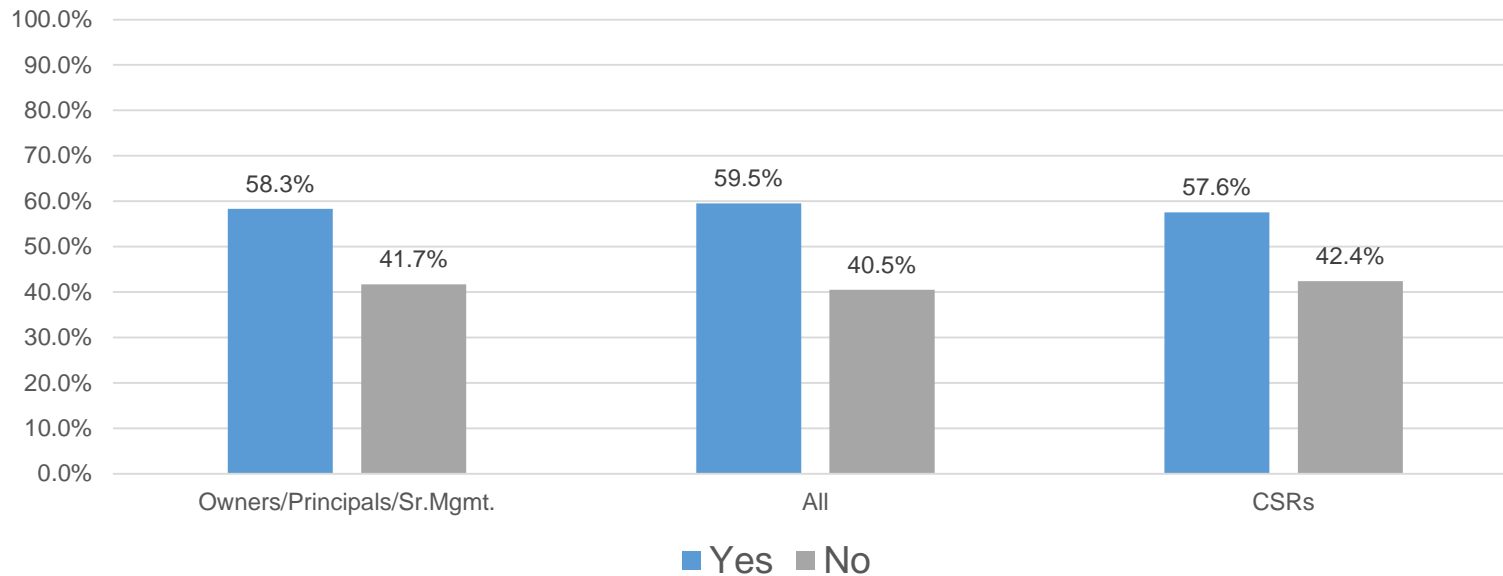
Candidate Situation

Respondents were asked:
"To help us understand your response, please provide comments on the candidate situation at your agency."

Sample comments included:

Chart data:

Category	% of all Responders	% of all Remarks	% of all Cases
Need for Qualified Candidates	34.92%	25.29%	8.12%
Not Hiring	17.46%	12.64%	4.06%
Promote Internally	11.11%	8.05%	2.58%
Aging Workforce	11.11%	8.05%	2.58%
Need for Qualified CSR	11.11%	8.05%	2.58%
Training Needed	9.52%	6.90%	2.21%
Need for Qualified Salespersons	7.94%	5.75%	1.85%
Need for Qualified Producers	7.94%	5.75%	1.85%
Need for Entry Level Candidates	7.94%	5.75%	1.85%
Need for Qualified Acct. Managers	6.35%	4.60%	1.48%

Need for Qualified Candidates Generally and in Specialties
- Lack of quality help in the NY metro area.
- Rural area, no existing licensed/experienced labor available... must either train from scratch or steal from other agency.
- I have been looking for a CSR since December and there is no one out there!
- Due to retirement agency is losing an experienced Account Manager and has not found a replacement with adequate experience.

Not Hiring Now
- We are fully staffed.
- Not hiring in the immediate future, last time we did hire, around two years ago, we had eventually found two excellent candidates.

Promote Internally
- Our Agency starts at the Receptionist position and promotes. This process works very well. We just filled three positions in a short period of time.
- We look for college graduates and put them into a rotation program that encompasses the entire office.

Aging Workforce
- Need more youth for the future viability of agency.
- Our two most recent, and only hires in some time, have been to replace people who have retired.

Training Needed
- Our most recent hire was not familiar with the insurance business and we hired her, trained and assisted in getting her licensed. Prior to this it was very difficult to find qualified help.
- Since carriers stopped training, there is a limited pool of experienced candidates.

Note: % of all Cases (All participants) N = 271
% of all Remarks (Multiple comments allowed) N = 87
% of all Responders (Excludes participants who did not provide a response to the question) N = 63

Candidates Situation

Respondents were asked, "Please indicate below how satisfied are you with the quantity and quality of the candidates available to meet your agency's need for prospective employees? Scored by the following:
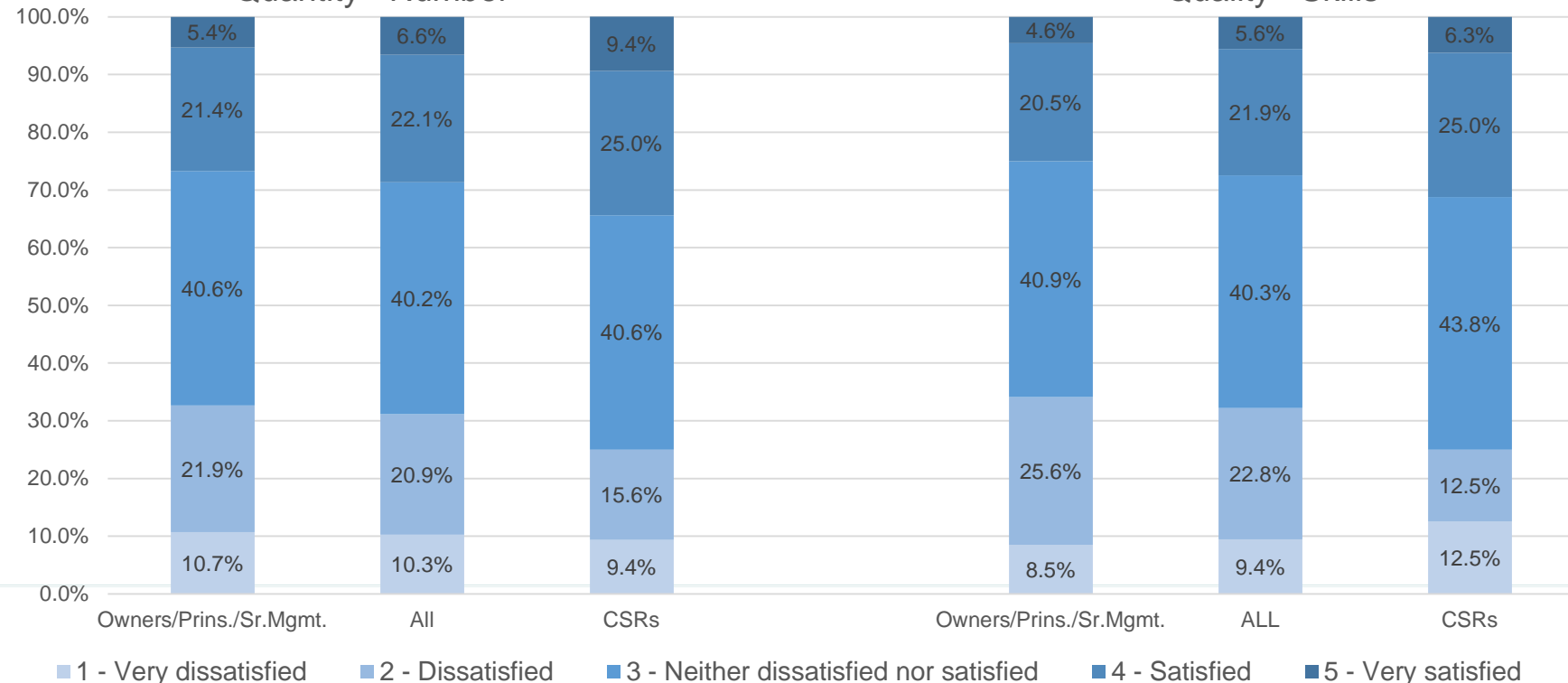Quantity (i.e. numbers) of candidates readily available to the agency...
Quality (i.e. skills, training and knowledge) of candidates readily available to the agency...

Discussion: When asked to rate the quantity and quality of candidates, scores show relatively low levels of satisfaction with percentages of "satisfied" and "very satisfied" responses at only 26.8% and 25.1% respectively.

Candidate Availability

Quantity - Number | Quality - Skills

	Quantity - Number			Quality - Skills		
	Owners/Prins./Sr.Mgmt.	All	CSRs	Owners/Prins./Sr.Mgmt.	ALL	CSRs
5 - Very satisfied	5.4%	6.6%	9.4%	4.6%	5.6%	6.3%
4 - Satisfied	21.4%	22.1%	25.0%	20.5%	21.9%	25.0%
3 - Neither dissatisfied nor satisfied	40.6%	40.2%	40.6%	40.9%	40.3%	43.8%
2 - Dissatisfied	21.9%	20.9%	15.6%	25.6%	22.8%	12.5%
1 - Very dissatisfied	10.7%	10.3%	9.4%	8.5%	9.4%	12.5%

■ 1 - Very dissatisfied ■ 2 - Dissatisfied ■ 3 - Neither dissatisfied nor satisfied ■ 4 - Satisfied ■ 5 - Very satisfied

Candidate Situation

- Respondents were asked, "Approximately when was the last time a new full or part-time employee was hired to work at your agency?"

Discussion: 37.2% of the respondents indicated that they have hired a full or part-time employee this year with another 28.4% indicating they hired last year for a total of 65.6%, who have hired in this year or last.
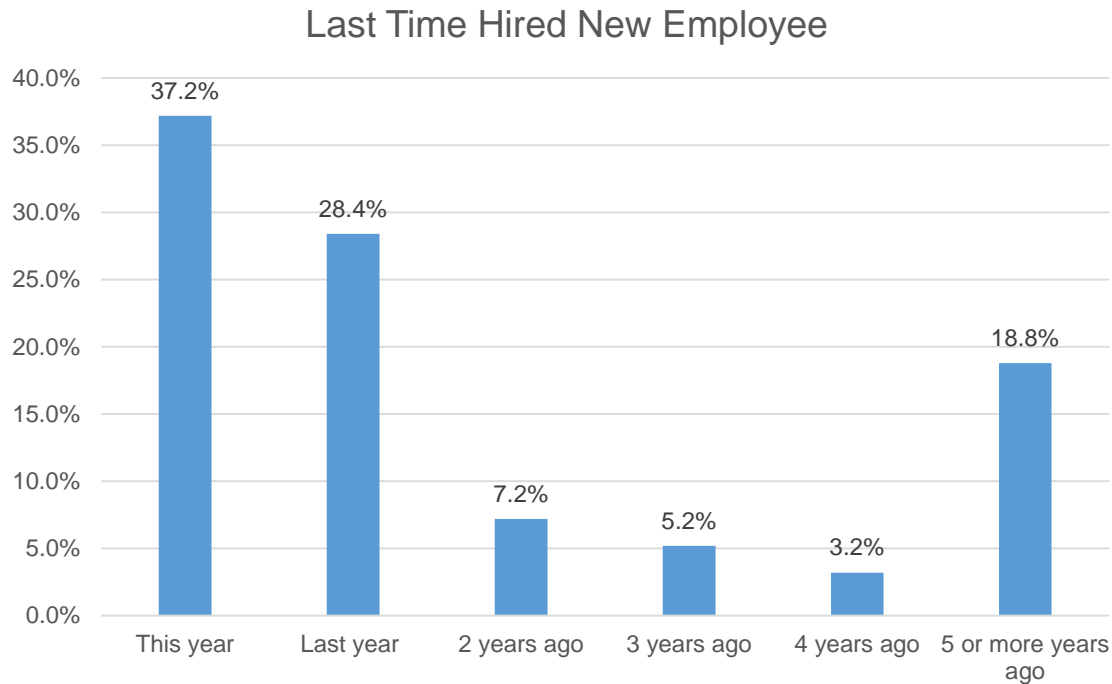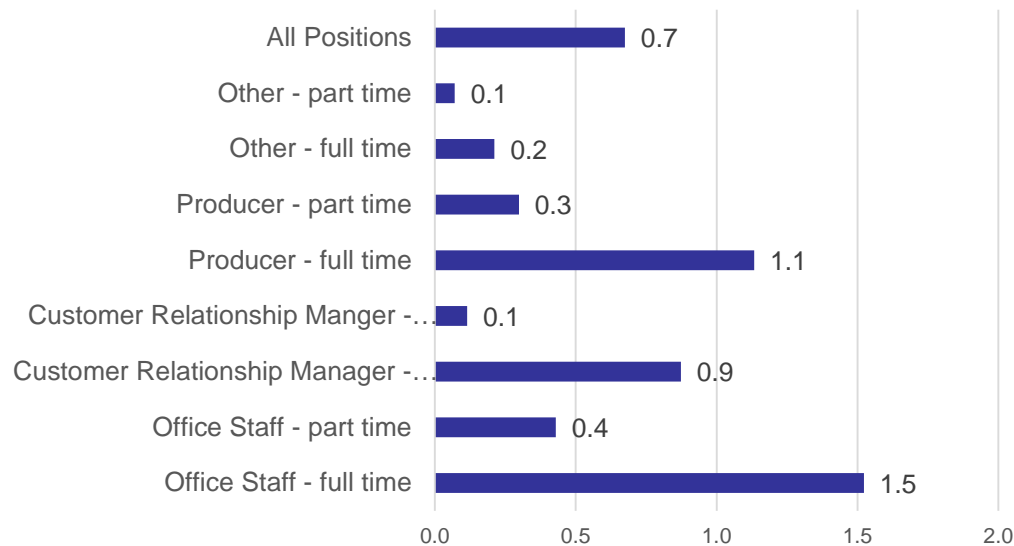
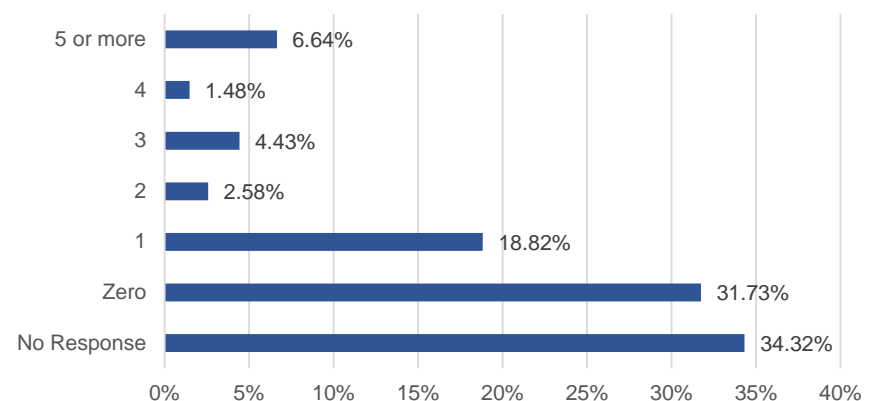Last Time Hired New Employee

Candidate Situation

- Respondents were asked, "Approximately how many employees do you think you will need to hire in 2015? Please use a numeric value in each of the boxes below. You may use a "0" if you do not plan on hiring in any of the areas below."

Discussion: "Office staff – full time" had the highest number of average hires per agency with 1.5 hires per agency, followed closely by "Producer – full time" with 1.1 hires per agency.

Average Hires Per Agency by Category

Category	Average Hires
All Positions	0.7
Other - part time	0.1
Other - full time	0.2
Producer - part time	0.3
Producer - full time	1.1
Customer Relationship Manger -…	0.1
Customer Relationship Manager -…	0.9
Office Staff - part time	0.4
Office Staff - full time	1.5

Candidate Situation

- Respondents were asked, "Approximately how many employees do you think you will need to hire in 2015? Please use a numeric value in each of the boxes below. You may use a "0" if you do not plan on hiring in any of the areas below."

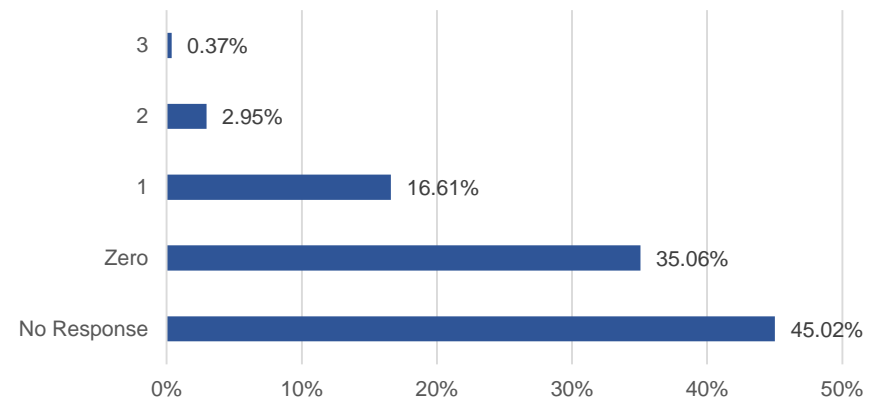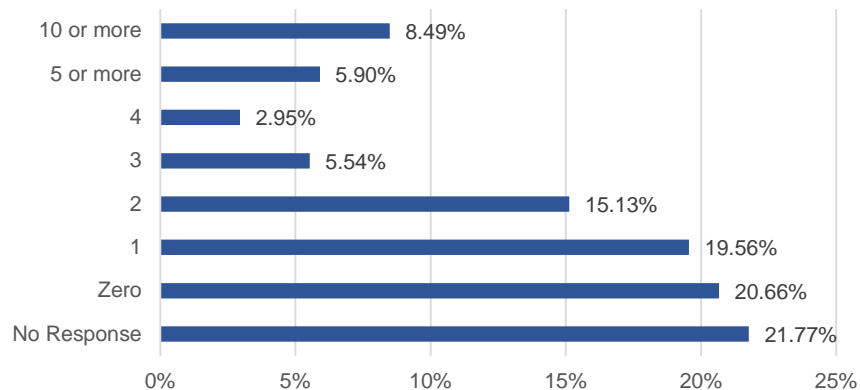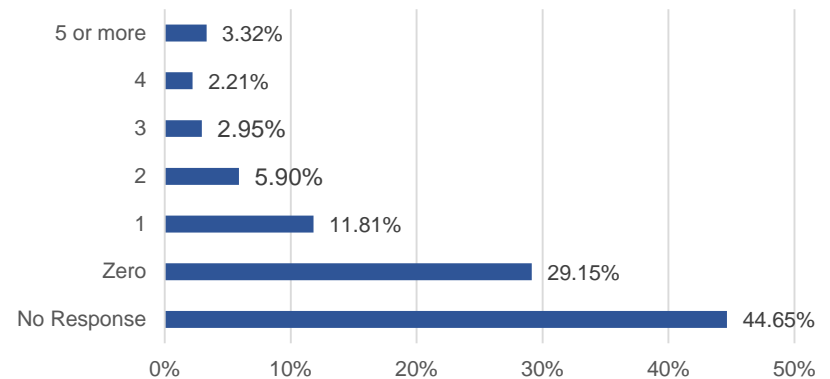Discussion: The following charts show frequency distributions for each of the employee types.

All Positions

Category	Percent
10 or more	8.49%
5 or more	5.90%
4	2.95%
3	5.54%
2	15.13%
1	19.56%
Zero	20.66%
No Response	21.77%

Q117a Office Staff - full time

Category	Percent
5 or more	6.64%
4	1.48%
3	4.43%
2	2.58%
1	18.82%
Zero	31.73%
No Response	34.32%
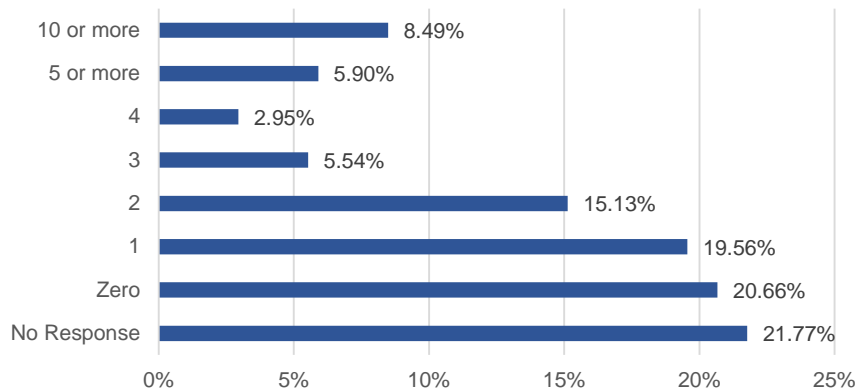
Q117b Office Staff - part time

Category	Percent
3	0.37%
2	2.95%
1	16.61%
Zero	35.06%
No Response	45.02%

41

Candidate Situation

- Respondents were asked, "Approximately how many employees do you think you will need to hire in 2015? Please use a numeric value in each of the boxes below. You may use a "0" if you do not plan on hiring in any of the areas below."

Discussion: The following charts show frequency distributions for each of the employee types.
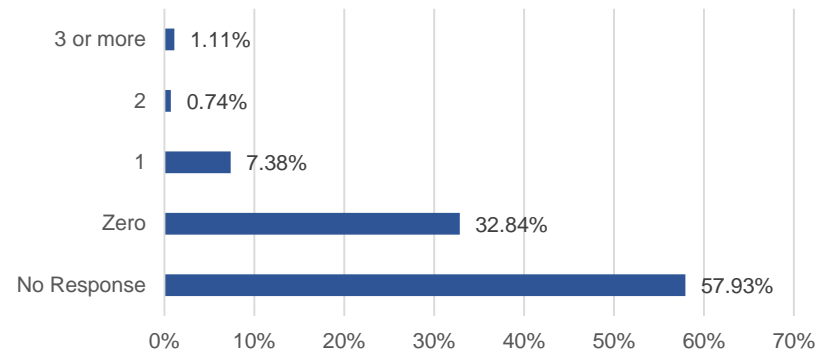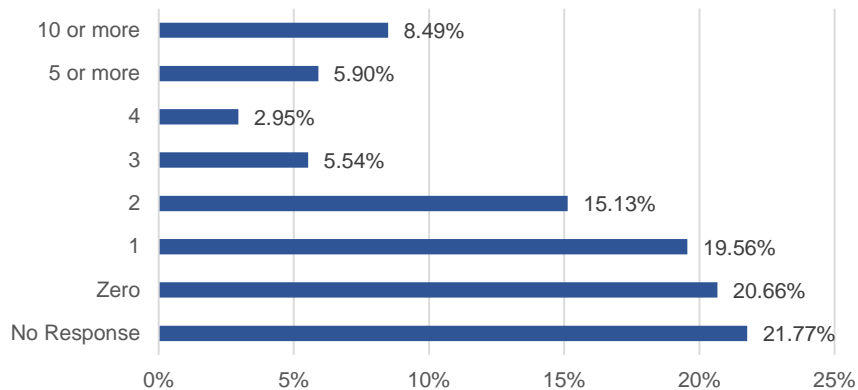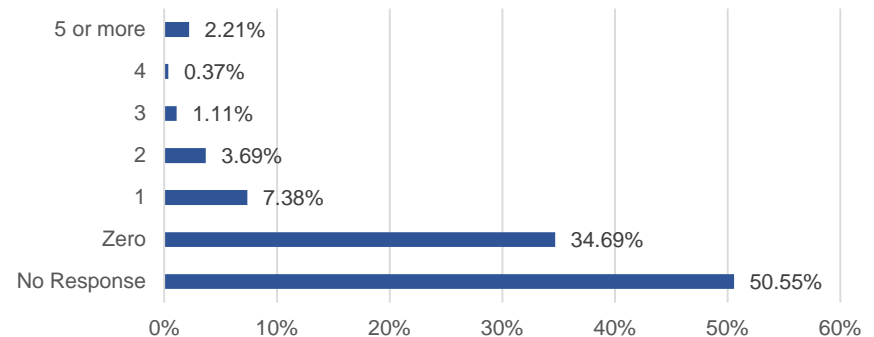
All Positions

Category	Percentage
10 or more	8.49%
5 or more	5.90%
4	2.95%
3	5.54%
2	15.13%
1	19.56%
Zero	20.66%
No Response	21.77%

Q117e Producer - full time

Category	Percentage
5 or more	3.32%
4	2.21%
3	2.95%
2	5.90%
1	11.81%
Zero	29.15%
No Response	44.65%

Q117f Producer - part time

Category	Percentage
3 or more	1.11%
2	0.74%
1	7.38%
Zero	32.84%
No Response	57.93%

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Candidate Situation

- Respondents were asked, "Approximately how many employees do you think you will need to hire in 2015? Please use a numeric value in each of the boxes below. You may use a "0" if you do not plan on hiring in any of the areas below."

Discussion: The following charts show frequency distributions for each of the employee types.
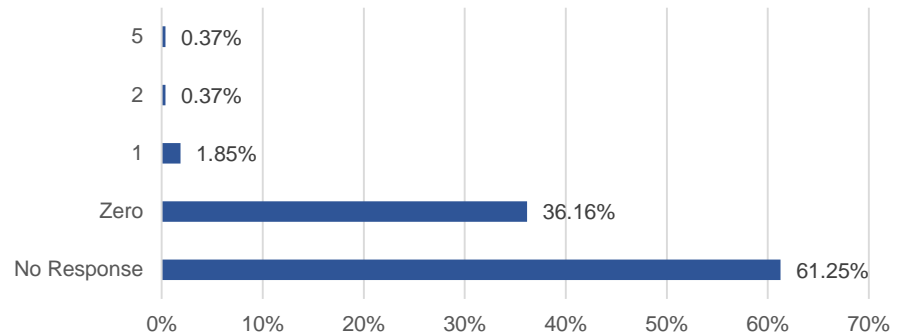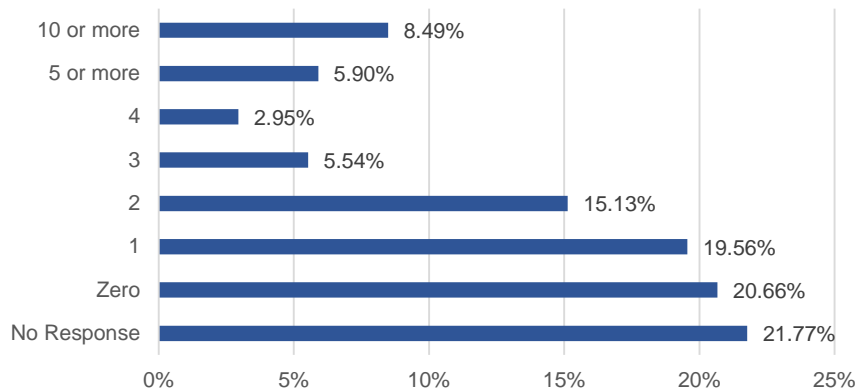
All Positions

Category	Percentage
10 or more	8.49%
5 or more	5.90%
4	2.95%
3	5.54%
2	15.13%
1	19.56%
Zero	20.66%
No Response	21.77%

Q117c Customer Relationship Manager - full time

Category	Percentage
5 or more	2.21%
4	0.37%
3	1.11%
2	3.69%
1	7.38%
Zero	34.69%
No Response	50.55%

Q117d Customer Relationship Manger - part-time

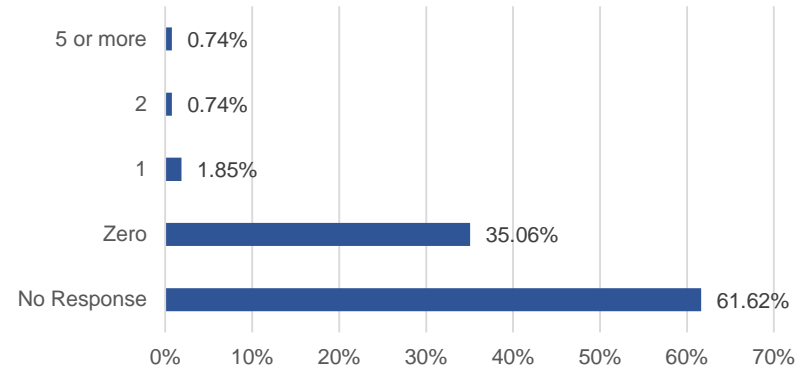| Category	Percentage
5	0.37%
2	0.37%
1	1.85%
Zero	36.16%
No Response	61.25%

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Candidate Situation

- Respondents were asked, "Approximately how many employees do you think you will need to hire in 2015? Please use a numeric value in each of the boxes below. You may use a "0" if you do not plan on hiring in any of the areas below."

Discussion: The following charts show frequency distributions for each of the employee types.

All Positions

Category	Percentage
10 or more	8.49%
5 or more	5.90%
4	2.95%
3	5.54%
2	15.13%
1	19.56%
Zero	20.66%
No Response	21.77%

Q117g Other - full time

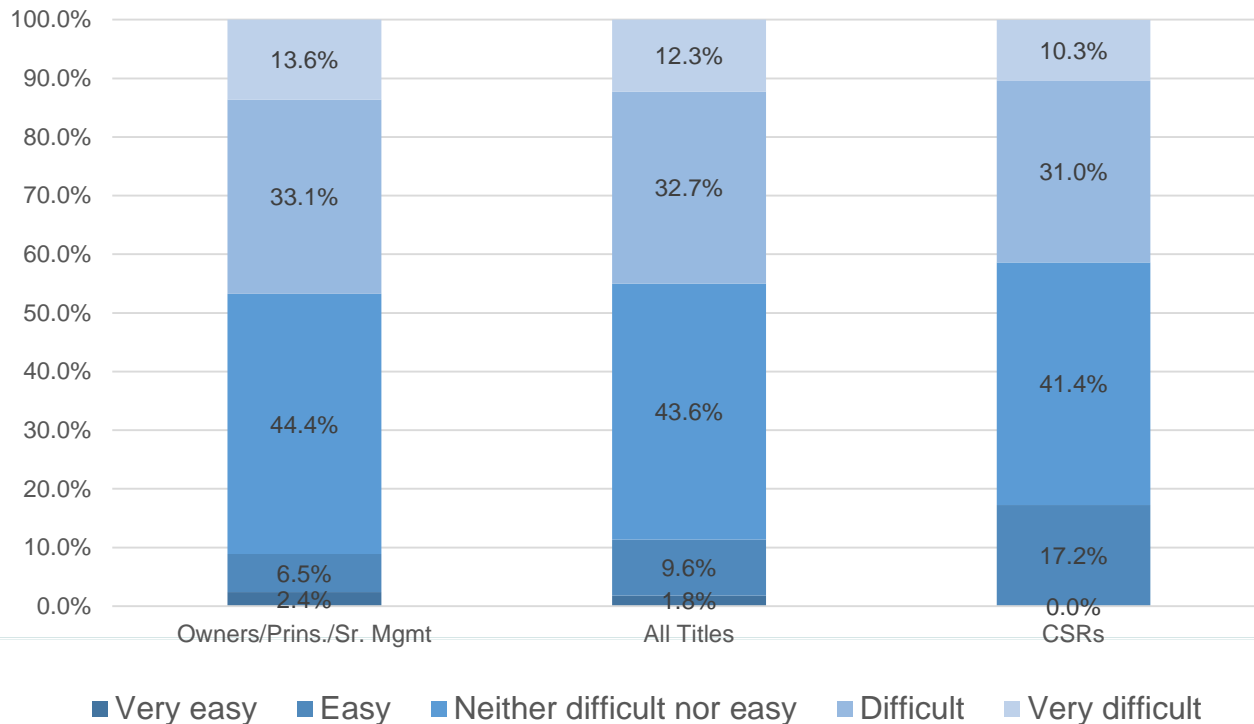| Category	Percentage
5 or more	0.74%
2	0.74%
1	1.85%
Zero	35.06%
No Response	61.62%

Candidate Situation

- Respondents were asked, "If you have positions to fill in 2015, how do you anticipate the hiring process will be?"

Discussion: 46.7% of the Owner/Principal/Senior Management respondents expect the hiring process to be "difficult" or "very difficult." Other job titles expect similar degrees of difficulty.

Ease or Difficulty in Finding Employees

	Owners/Prins./Sr. Mgmt	All Titles	CSRs
Very difficult	13.6%	12.3%	10.3%
Difficult	33.1%	32.7%	31.0%
Neither difficult nor easy	44.4%	43.6%	41.4%
Easy	6.5%	9.6%	17.2%
Very easy	2.4%	1.8%	0.0%

■ Very easy ■ Easy ■ Neither difficult nor easy ■ Difficult ■ Very difficult

The IIABNY Index
A Carrier Evaluation Program

Other Reports Available

The following reports are prepared as part of each IIABNY Index edition:

1. The IIABNY Index Executive Summary Report – Includes the industry scores segmented by line of business. This report is made available to its members, respondents to the study, carriers and the public through media press releases. (This report is the Summary)

2. The Carrier's Individual IIABNY Index Report – Includes the carrier's individual performance index and component scores. This report is available to respondents to the study and may be purchased by each of the individual carriers. IIABNY provides detailed reports only to the carrier being evaluated.

3. The IIABNY Index Ranking Report – Includes the carrier index scores for the carriers that are rated and lists all carriers showing their rankings. This report is available to respondents to the study and may be purchased by the carriers. Some information concerning the ranking of top-scoring companies may be released to the public through media press releases.

Other reports such as a demographic analysis report, verbatim comment reports, in-depth carrier review reports and consultation on the IIABNY Index are also available upon request.

If you are interested in purchasing IIABNY Index Reports, please contact Jamie Deapo at IIABNY at 1-800-962-7950 or Jean Vincent at Vincent McCabe, Inc., the program administrators, at 1-800-685-7227.

For More Information

If you have any questions or would like to purchase any of the 2015 IIABNY Index reports, please contact Jamie Deapo at IIABNY at 1-800-962-7950 or Jean Vincent at Vincent McCabe, Inc., the program administrators, at 1-800-685-7227.

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The Program Administrators

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IIABNY INDUSTRY INDEX

2015
▲ P/L 75.4 ▲ C/L 76.2

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