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Welcome to the UBA Partner Firm exclusive monthly newsletter, delivering insights into timely human resources and employee benefits topics.

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Employee Benefits | The Growing Importance of Internal Mobility

[Hiring external talent has become more expensive and less predictable.](#)

At the same time, many organizations already employ individuals who possess transferable skills, institutional knowledge, and a deep understanding of company culture. The challenge is not always finding talent. It is recognizing it.

Internal mobility programs help organizations identify and develop talent that already exists within the workforce. When implemented intentionally, they can improve retention, strengthen engagement, and reduce recruiting costs.

For many employers, internal mobility is becoming a central component of workforce strategy.

Employees Want Opportunity Without Leaving

Career growth has traditionally been tied to external job changes. Professionals often move to new companies because advancement opportunities appear limited internally.

[Research shows that 75% of employees are more likely to stay with their company when there are opportunities for internal movement.](#)

That pattern creates a cycle where organizations lose experienced employees while simultaneously recruiting for similar roles. Internal mobility interrupts that cycle by creating visible opportunities within the organization.

These opportunities may include:

- Cross-department transfers
- Temporary project assignments
- Skill-based role expansions
- Rotational programs
- Lateral moves into emerging functions

When employees see multiple ways to grow, they are less likely to look elsewhere.

Why Visibility Matters

Many organizations support development but lack a clear system for sharing internal opportunities.

Employees may not know that openings exist outside their department. Managers may hesitate to recommend strong performers for internal roles because of short-term team impact. When internal mobility is structured and transparent, those barriers decrease.

Clear systems help employees:

- Discover new roles aligned with their skills
- Build relationships across departments
- Develop broader organizational understanding
- Plan long-term career progression

This visibility strengthens both engagement and organizational agility.

Building an Internal Mobility Framework

Effective internal mobility programs typically include several foundational elements.

Create a transparent internal job marketplace.

Employees should be able to view open roles and understand the skills required.

Encourage cross-functional collaboration

Short-term project work allows employees to gain experience without leaving their current position.

Align development with business needs

Learning initiatives should prepare employees for roles the organization expects to need in the future.

Support manager participation

Leaders should understand that talent development benefits the organization even when employees move to new teams.

Cultural Impact

Organizations that support internal mobility send a powerful message: growth is possible without leaving.

That message influences both retention and recruiting. Candidates are increasingly interested in employers who invest in long-term career development rather than short-term job placement.

Internal mobility also strengthens institutional knowledge. Employees who move across departments develop a broader perspective on the business, improving collaboration and decision-making.

Looking Ahead

As labor markets fluctuate and skill requirements evolve, organizations will need more flexible approaches to workforce development.

Internal mobility offers that flexibility. It allows employers to respond to changing needs while continuing to invest in the people already contributing to the organization's success.

In many cases, the next great hire is already on the payroll.

Workplace Culture | Managing AI Use in the Workplace Without Stifling Innovation

Artificial intelligence is already part of the workplace.

Employees are using generative tools to draft emails, summarize documents, build presentations, analyze data, and accelerate research. In many cases, these tools appeared before organizations had formal policies in place.

The result is a familiar tension: leadership recognizes the productivity benefits of AI, but concerns remain around data security, compliance, and quality control.

Ignoring AI use rarely works. Employees will continue exploring tools that help them work faster. The opportunity for employers is to guide responsible use rather than restrict it entirely.

A [thoughtful AI policy](#) can protect the organization while allowing innovation to continue.

AI Adoption Is Happening from the Ground Up

Unlike many workplace technologies, generative AI is not being introduced through a traditional enterprise rollout. Employees are discovering it independently and integrating it into their workflows.

That grassroots adoption is one reason AI productivity gains are appearing quickly across industries. It is also why many HR and compliance teams are now working to establish clear expectations.

Common employee uses include:

- Drafting reports and communications
- Summarizing meeting notes or research
- Generating first drafts of presentations
- Assisting with coding or technical documentation
- Analyzing large datasets

These tasks save time, but they also introduce potential risk if confidential information is entered into public AI systems.

The Risk of Silence

Without guidance, employees are left to make their own assumptions about acceptable use.

That uncertainty can create several problems:

- Sensitive information may be shared unintentionally
- AI-generated content may be used without verification
- Employees may avoid useful tools out of fear of violating policy
- Inconsistent practices develop across teams

Clear policies remove that ambiguity. They allow employees to take advantage of new tools while protecting company data and reputation.

What an Effective AI Policy Should Address

Organizations do not need a highly technical document to begin guiding AI use. Most effective policies focus on a few core principles.

Define acceptable use

Outline which types of work are appropriate for AI assistance and where human judgment is required.

Protect confidential data

Employees should understand that internal data, client information, and proprietary materials should not be entered into public AI platforms.

Require human review

AI-generated content should be treated as a starting point, not a final product. Verification remains essential.

Clarify approved tools

Providing a short list of approved platforms reduces the risk of employees experimenting with unknown services.

The Role of HR and Leadership

HR plays a key role in translating AI governance into practical workplace expectations.

Managers should understand how AI tools may appear in everyday workflows and how to evaluate their use. Training can help leaders balance productivity improvements with accountability.

Equally important is creating space for responsible experimentation. Teams that feel comfortable discussing AI openly are more likely to surface both opportunities and risks early.

Looking Ahead

AI will continue to evolve quickly, and workplace policies will evolve with it. Organizations that approach the technology with curiosity and structure are more likely to capture its benefits.

The goal is not to control every use case. It is to create guardrails that support productivity while protecting the organization.

When employees understand the boundaries, they are better positioned to innovate within them.

Dear HR Manager | Addressing Quiet Cracking

Dear HR Manager,

I've been hearing the term "quiet cracking." What does it mean, and how can I recognize it before it becomes a problem for my team?

— *Supportive Manager*

Dear Supportive Manager,

"[Quiet cracking](#)" describes a growing sense of workplace dissatisfaction that develops before more visible disengagement occurs. Unlike "quiet quitting," it doesn't immediately appear in performance metrics. Instead, it reflects an underlying feeling of frustration, detachment, or uncertainty that gradually erodes motivation.

Employees experiencing quiet cracking may still meet expectations, but subtle shifts often appear. They may contribute less in meetings, show less enthusiasm for new projects, or appear more withdrawn from team discussions.

For employers, these early signals matter. Research consistently shows that disengagement can carry a significant productivity cost, and when dissatisfaction goes unaddressed, it may eventually lead employees to mentally or physically leave the organization.

Managers can help address quiet cracking by creating regular opportunities for open conversation. Checking in on workload, clarifying priorities, and discussing career development can help employees feel supported and connected to their work. In many cases, small adjustments such as clearer expectations, new challenges, or additional flexibility can reestablish engagement before dissatisfaction deepens.

Organizations that encourage open dialogue and proactive leadership are better positioned to address concerns early and maintain a more engaged workforce.

— *HR Manager*

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