



MEMBER SPOTLIGHT

JANUARY 2022

BUILDING AN INTEGRATED TALENT MANAGEMENT STRATEGY

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Even with a culture in which extended employee tenures are the norm, talent management has remained a critical strategic imperative at CIRMA over the years. CIRMA President and CEO David Demchak recently shared his thoughts on elevating talent management efforts for long-term success, emphasizing the importance of promoting within and offering scalable employee benefits, recruitment, retention, and professional development programs.

By leveraging core risk management principles, CIRMA's robust talent-on-demand framework helps the organization anticipate shifts in demand and adapt strategies quickly and effectively. One of their key initiatives is a powerful internship program that has been bolstered to help address the needs of the modern workforce and reduce the risk of meeting talent demand.

CIRMA's internships:

- Are offered across core operations
- Have clearly defined roles and responsibilities
- Focus on immersive, experiential, hands-on learning
- Deepen engagement with interns
- Offer competitive pay rates
- Follow convenient, year-round cycles that often flex to meet individual needs

As a result of this mindful and strategic approach, CIRMA's employee retention is remarkable, and many interns have been hired as full-time employees who are thriving at the organization.

CIRMA also focuses on purposeful branding when promoting the pooling industry throughout local college and university demographics. Strategies include targeting institutions specializing in insurance, risk management, and business disciplines.

"The Pooling Industry offers a dynamic place to advance your career and find your social niche in a small but mighty pond. Public entity risk pools offer their particular strengths, including their generally small size, community-based and entrepreneurial nature, and innovative culture. Public entity risk pooling can also be a terrific career option for experienced professionals who share the pool's unique values and mission. Unfortunately, few have even heard of public-entity risk pools, much less anticipated a career within them," Demchak commented.

“As a result, we seek to educate potential employees, particularly students who are pursuing related college majors, about the pooling industry and branding public entity pooling as not just a viable but a highly desirable career option,” he added.

To help build and maintain a diverse and differentiated workforce within CIRMA, the organization is currently pursuing a strategy that fosters meaningful and sustainable relationships with Historically Black Colleges and Universities (HBCUs)—initial plans include targeted career fair attendance and marketing efforts.

CIRMA’s talent management strategies also leverage employee benefits to offer distinct competitive advantages through a host of integrated programs that include remote work opportunities, tuition reimbursement, community-based service initiatives, cross-training development across disciplines, professional development programs, and competitive salaries.

Even with a suite of mature and competitive strategies in place, talent management poses unique challenges across all industries. With the additional issues uniquely faced by the pooling industry, NLC-RISC pool organizations must collaborate to share successes and bolster long-term approaches that are proven to help balance the interests of employees and employers and meet the unique demands of the modern workforce.