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**RECRUITMENT, DEVELOPMENT and SUCCESSION PLANNING IDEAS**

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**Partner with AGRiP and NLC-RISC (or similar organizations)**

* Add NLC-RISC and AGRiP job board links to individual pool’s career pages
* NLC-RISC HR Resource page
* NLC-RISC HR Roundtable
* Share resources to create a pooling-brand presence within the insurance industry
* If one pool does not have a job opening at the end of an internship, another might
* Adapt and use the NLC-RISC recruitment brochure template for marketing your pool

**Attracting Future Employees**

* Re-evaluate which positions need a four-year degree
* Partner with diverse organizations in your community; offer scholarships to attend your conferences
* Search applicant databases and use list services to attract “passive” candidates
* Participate in job fairs
* Use online recruiting software that supports smartphone applications and chatbots — usually vendor who specializes in human resource functions
* Cost-effective internships
* Work with a vendor to make your career page and job ads more engaging
* Willingness to let employees’ boomerang in and out of working for you; the experience they gain outside your organization may bring new perspectives when they return to work for you
* Send recruiting announcements to prior employees who were good workers; even if they are not interested in returning to work, they may know someone who is
* Ask soon-to-retire-employees if they would be willing to work part-time, post-retirement
* Expand the hiring pool to include senior workers. The American Economic Journal reported that 60% of nonworking Americans in their late 60s or 70s would be willing to return to work if they had flexible schedules, and they would be willing to take more than a 20% cut in wages to do so. Where might you find seniors? AARP has a job board
* Reduce minimum qualifications without comprising quality of who you hire
* Expand remote work options to get a broader applicant pool
* Evaluate discontinuing the use of traditional job descriptions and start using competency-based “roles” (may also help with DEI recruitment)
* Increase schedule flexibility
* Remove residency requirements
* Provide paid family medical leave
* Faster recruitment and hiring turnaround time
* Invest more time upfront when you onboard a new hire
* Conduct interviews virtually and/or use video interviews for the first interview
* Boost your employer’s brand
* Level the playing field with the private sector by investing in technology
* Deliver internal and external services differently and more cost-effectively by using technology, hiring gig workers, or outsourcing the work
* Analyze the cost of salary increases and/or hiring bonuses versus turnover costs and having to reduce public services
* Practice pay transparency - post compensation in job ads to align salary expectations
* As appropriate, invite employees to post your recruitment announcement on their LinkedIn pages because candidates are more responsive to the “personal touch”

**Universities and Community Colleges**

* Partner with local universities and community colleges
* Help establish a “certificate” program if insurance degrees are not offered
* Offer to teach classes

**Develop Current Staff**

* Support staff attendance at the job-related conferences
* Support staff participation in mentorship programs as a mentee or a mentor
* Budget for all staff to receive some training and education
* Create career paths for positions such as property liability and claims consultants and risk management consultants
* Create a salary plan that supports employee’s improved knowledge, skills, and abilities
* Support cross-training in other jobs

**CONTINUITY AND SUCCESSION PLANNING**

**AGRiP Resource:**

<http://agrip.org/intelligence/succession-planning>

**Simple Planning Example**

* Create written instructions for critical need positions

CIS’ Fall 2020 CIS Staff Continuity and Succession Planning Survey Questions:

**Staff**

Instructions:

1. Please review your essential job functions (included with this document).
2. Using this document, respond briefly to the questions; responses should be no more than two pages (3 pages if needed).
3. Return your completed document to [name] no later than the due date.

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Staff Questions:

1. What job tasks do you perform, that are not included in your essential job functions?
2. Are there written instructions for how to perform the functions or tasks of your job?
3. What information do you have “in your head” that, if you were unavailable, someone picking up your job functions would need to know? An example of this - you know how to troubleshoot a system or process.
4. How long would it take an experienced person to learn the essential job functions of your position?
5. What external relationships, if any, are needed to perform your job? *(e.g., members, agents, vendors, carriers, AGRiP, NLC-RISC, OACP, OSSA, etc.)*

**Supervisors**

Supervisor Questions:

1. Do you agree with what the employee wrote?
   1. If not, please add comments in the response sections you disagree with.
   2. Do you want the items employees listed in their Question 1, added to the job description?
2. How would you get the position’s job duties done short-term?
3. How would you replace the position job duties long-term?