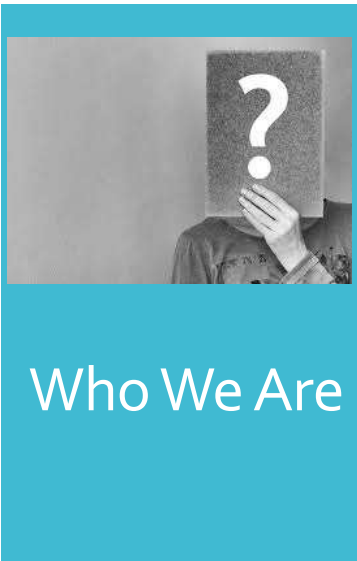


# Pools as Employers of Choice

Danielle Rogacki, WMMIC  
Laura Kushner, LMCIT





- Danielle Rogacki
- Operations Manager
- Wisconsin Municipal Mutual Insurance Company (WMMIC)
- General Liability, Workers' Compensation TPA services,
- 20 members
- Annual Revenue \$6 million, \$50 million in assets
- 10 staff



- Laura Kushner
- HR Director
- League of Minnesota Cities Insurance Trust (LMCIT)
- Property/Casualty & Work Comp
- 1,002 WC & 1,211 PC members
- Annual Revenue over \$100 million; \$400 million in assets
- 150 staff; 80 TPA, 26 shared



## Overview

- Why our pools created flexible work
- How flexible work can support recruitment and retention for all pools
- Lessons learned
- Next steps
- Resources



## Remote Work: Why We Started

LMCIT	WMMIC
<ul style="list-style-type: none"> <li>• Lost employees &amp; applicants</li> <li>• Some departments allowing remote work but without policy</li> <li>• Heard about other organizational success stories</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty hiring because of lack of flexibility</li> <li>• Wanted to increase retention opportunities</li> <li>• Heard about success by other organizations</li> </ul>



## How We Started

LMCIT	WMMIC
<ul style="list-style-type: none"> <li>• 2011</li> <li>• Best Buy – ROWE</li> <li>• Pilot Project:               <ul style="list-style-type: none"> <li>• Staff Attorneys</li> <li>• Claims Adjusters</li> <li>• Communications</li> <li>• HR</li> </ul> </li> <li>• Board engagement</li> </ul>	<ul style="list-style-type: none"> <li>• 2012</li> <li>• One day per week remote</li> </ul> <p>2018</p> <ul style="list-style-type: none"> <li>• Benchmark Survey               <ul style="list-style-type: none"> <li>• Salaries &amp; Benefits</li> </ul> </li> <li>• Board engagement</li> </ul>



## Lessons Learned

Some people can't handle flexible work

- Communication, work intervention necessary
- Flexible work a benefit, not a right
- Some staff have had benefit removed
- Some staff still need guidelines to be successful

Easier in some jobs/departments than others

- HARD: Receptionists/maintenance
- EASY: Claims adjusters

Staff need to be able to utilize the tools



## Lessons Learned

### Non-Exempt employees are tricky

- Need to count hours worked/overtime
- Freedom vs. accountability
- ROWE – no vacation for day or less
- Vacation Accruals
  - LMCIT – reduced accruals for new employees
  - WMMIC – VEBA/banked PTO



# New Approaches

LMCIT	WMMIC
<ul style="list-style-type: none"><li>• Paid parental leave</li><li>• Career ladders<ul style="list-style-type: none"><li>• Claims Adjusters</li><li>• Attorneys</li></ul></li><li>• Professional Development</li></ul>	<ul style="list-style-type: none"><li>• Employee wellness</li><li>• Robust benefit structure</li><li>• VEBA</li><li>• Legal Shield/ID Shield</li><li>• Professional Development</li></ul>





## New Approaches

### Succession Planning & Staff Development

- Holistic approach
- Professional development and cohorts
- Offsite training retreats
- Visit cities
- Supervisor skills training
- Individual job development plans
- Open forums
- Department showcases



## Where We Are Now

LMCIT	WMMIC
<ul style="list-style-type: none"> <li>• All departments “rolled out” by 2013</li> <li>• Member surveys – high customer service satisfaction</li> <li>• Meetings are NOT optional</li> <li>• Building space remodel</li> </ul>	<ul style="list-style-type: none"> <li>• Now require 15 hours of in-office time</li> <li>• IT structure and security</li> <li>• Management will not work around Remote Days for meetings</li> <li>• Downsizing of office space</li> </ul>



## Outcomes

### Member Satisfaction Surveys Research Inquiries FY 2019

Survey Question	Yes	No/Don't Know
Timely Response?	98%	2%
Information provided helpful?	94%	6%



## Outcomes

### LMCIT Improved retention rates

Year	LMCIT Turnover Rate	National (all industries)
2011	17.75%	
2012	9.25%	
2013	7.27%	
2014	Not available	
2015	9.75%	16.7%*
2016	6.56%	18.1%*
2017	9.65%	13.5%*
2018	7.34%	23.0%**

\*CompData's Annual Benchmark Pro Survey

\*\*Mercer North American Turnover Survey



## Outcomes

### LMCIT Biennial Employee Survey

Statement	2015 Agree/ Strongly Agree	2017 Agree/ Strongly Agree	2019 Agree/ Strongly Agree
The focus on results is a factor in my willingness to stay at the League	68%	78%	82%



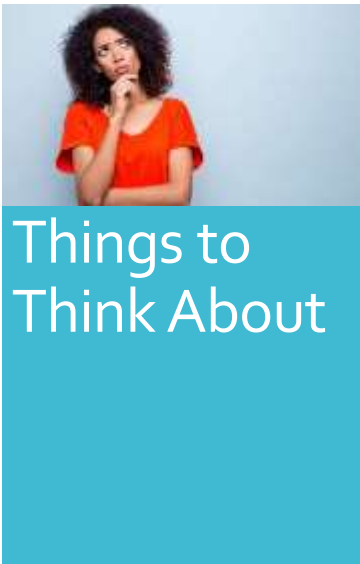
## Outcomes

### Pool of Candidates (LMCIT)

- Remote work – clear factor for some
- Recent recruitment – several candidates asked about remote work

50% Savings on Office Rental (WMMIC)

Some “desirable” turnover



- Accrual of PTO
- Communicating expectations
- Interventions
- Support for supervisors
- Impact on space needs
- Success measures
- AGRiP Advisory Standards
  - Best practices established by pools, for pools
  - Staffing
  - Business Continuity: Update to include remote employees, how they fit into plan
  - Data Security for remote employees



## Next Steps

LMCIT	WMMIC
<ul style="list-style-type: none"><li>• Culture</li><li>• Teamwork</li><li>• Communication</li><li>• Office space</li></ul>	<ul style="list-style-type: none"><li>• PTO Accruals</li><li>• Employee handbook</li><li>• Learning sessions</li><li>• Employee Engagement</li></ul>





## Resources

- Your Employees & Managers
- Your Board Members
- Technology
- Us!
  - Laura ([lkushner@lmc.org](mailto:lkushner@lmc.org))
  - Danielle ([drogacki@wmmic.com](mailto:drogacki@wmmic.com))