THE FOURTH STAGE OF THE employee life cycle, as outlined by Oregon public entity risk pool Citycounty Insurance Services (CIS) in Oregon, is retirement and transition.

To address a spike in employment claims among its member entities, CIS undertook strategies to assist those members in reducing claims, which included illegal hiring practices, wrongful termination, and discrimination.

MMRMA also aims to help members avoid these types of risks, so we set out to share CIS’s findings. In previous issues of the Risk Journal, we addressed the first three stages of the employee life cycle: hiring, onboarding/orientation, and retention.

The final stage of the employee life cycle is equally important as the others, because well-managed transitions are the ultimate reflection of an organization as a desirable place to work.

Managing Transitions
The transition phase has many areas of potential concern, including:

> If and how to conduct exit interviews
> How to fill pending job vacancies
> How to ensure organizational succession planning
> Whether to contract with an employee after their departure.

Thankfully, there are strategies to address these issues. An article in Business News Daily titled “Exiting Employee? 5 Steps to a Smooth Transition” (August 26, 2015) identifies several proactive strategies:

> Job shadowing
> Communication
> An interim game plan
> A positive approach
> Evaluate the process and better prepare for future departures.

Prepare the Team
It’s often smart to have a soon-to-leave colleague be “job shadowed” by their replacement(s). Job shadowing is a critical part of the transition process because it allows team members to learn roles and skills from those who’ve been doing the job day in and day out.

While job shadowing is an important strategy when an employer receives two weeks’ notice, it doesn’t negate the need for formal succession planning. And as more employers experience mass retirements, long-term succession planning becomes even more critical.

Communication is Key
Communicating to those who remain is vital to maintaining...
Annual Meeting: Solving The Puzzle of Risk Management

**SUMMER IS ALMOST HERE,** which means the MMRMA Annual Meeting is on the horizon, to be held August 15–17 at the Grand Traverse Resort near Traverse City.

This year’s theme is **MMRMA: Solving the Puzzle.** Like its theme, the event promises to be both fun AND relevant. Puzzles suggest not just playful pastimes, but also complex real-world challenges with lots of moving pieces and no simple answers. For MMRMA and its membership, those complexities are all too familiar when it comes to risk management.

Fortunately, the Annual Meeting will offer solutions and guidance for a variety of puzzling topics, from motivating ourselves and our teams to navigating the thorny issues of internet security.

**Insightful Solutions**

**Greg Kelser** is a basketball player who won the NCAA championship at Michigan State University in 1979 and went on to play for the Detroit Pistons. He brings this winning spirit to the opening stage on Thursday evening, providing his perspective on “A Champion’s Approach to Higher Achievement.”

Kelser will also kick off Friday’s three morning training sessions, presenting what he’s learned about “Decoding Motivation.”

**Roop Raj** is a Fox 2 Detroit news anchor. His training on Friday morning focuses on storytelling and public speaking. Raj has considerable experience in this area: he’s been on TV since he was 14 when he created, produced, and hosted his own public affairs talk show on a government access station in Troy.

**Phyllis Lee,** a director at the Center for Internet Security based in New York state, will round out the Friday training with a discussion of CIS’s Cyber Risk Assessment Tool, a step-by-step guide to help attendees “Solve the Internet Security Puzzle.”

**Register online at MMRMA.org by July 31 to secure your reservation.**

**Informative Meetings**

The Annual Meeting is a golden opportunity for members to network with each other and with the Board of Directors, leadership, staff, and service providers. You’ll have the chance to meet colleagues from across Michigan, attend the Annual Business Meeting, and learn more about the organization.

In addition, several MMRMA meetings take place during the event. Members are invited to the meeting of Greenstone’s Board of Managers on Thursday. Greenstone is MMRMA’s wholly owned captive insurance company and the meeting will provide an update on developments with the captive.

Members are also encouraged to attend the Saturday morning Annual Business Meeting of MMRMA’s Board of Directors. This is a highlight of the Annual Meeting, with reports and updates from the Board Chairman, Executive Director, departmental directors, staff, and service providers.

**Managing Geosocial Data**

As in recent years, MMRMA has invited a special guest to speak at the Annual Business Meeting. This year’s speaker is **Michael Teti,** managing partner at Digistream Investigations. He will share his expert knowledge on conducting investigations in the age of geosocial data.

An April 12, 2019 article in businessinsurance.com cited Teti, stating, “People would rather promote their own personal brand than protect their privacy.” The prevalence of social media can help yield a bounty of information, and Teti has the expertise to let us know how to use it wisely.

The MMRMA team looks forward to seeing our members and sharing these important resources with you at the 2019 Annual Meeting!
MMRMA Announces RAP/CAP Updates, New Application Forms

by Cara Ceci, Manager of Risk Management Services

Since 1997, MMRMA has demonstrated its leadership in public entity pooling through its Risk Avoidance Program (RAP) grants. Over the years, the program has evolved to meet members’ needs, including the addition of Certification and Accreditation (CAP) grants in 2014.

MMRMA’s Membership Committee helps facilitate RAP and CAP and considers applications each quarter. Every year, the committee and staff also evaluates the programs for potential revisions. At its May 10 meeting, the committee approved the following changes to program guidelines, grant criteria, and application forms.

General Program Guidelines

For any product or service to be considered for funding, the associated invoice MUST contain a clear line item cost per component. If the line item cost on an invoice is $0, MMRMA assumes that cost is part of the overall project and will not consider separate funding.

Standard RAP Grant Guidelines

Emergency Medical Responder Active Shooter Kits

75 percent, up to a maximum of $2,500 per member to purchase emergency medical responder active shooter kits.

Since 1997, MMRMA has reviewed more than 4,000 RAP and CAP applications.

Kits include body armor, first responder carry bag, and various medical components such as tourniquet holder, triage tape dispenser, color-coded triage tape, C-A-T tourniquets, emergency trauma dressing, compressed gauze, vent chest seals, nitrile gloves, and trauma shears.

In-Car Cameras

$1,000 per camera, with a maximum aggregate of $30,000 per member. Aggregate limits are replenished on a 10-year rolling basis, so grants older than 10 years drop from the total.

Body Cameras

$250 per camera.

Data Storage

50 percent, up to a maximum of $50,000 for one request per member. Funding is limited to data storage costs associated with body cameras and in-car cameras used by law enforcement.

Vehicle Back-up Cameras

50 percent, up to a maximum of $200 per vehicle. Vehicles manufactured after 2018 are not eligible for funding.

The Application Process

Applications are considered quarterly by MMRMA’s Membership Committee, which has reviewed more than 4,000 grant applications to date. The committee reviews each grant application carefully to determine its eligibility for funding.

Please take time to explain in detail how your project will reduce claims or mitigate risk, exposure to litigation, etc. The quality and breadth of the information you provide has a direct effect on the committee’s decision to approve or deny funding.

Members are encouraged to contact Membership Services well in advance of the quarterly deadline to request assistance with grant applications. For general questions, please contact Cara Ceci at ceci@mmrma.org or 734-513-0300.

Grant Application Forms

Standard RAP/CAP Grants

A new, shorter form streamlines the application process for 32 standard RAP projects or standard CAP grants.

Download the current project list and CAP guidelines at MMRMA.org/Risk Management.

New Grant Application

Use this application form for projects not specifically listed under the Standard Grant Guidelines or CAP Grant Guidelines.

Grant Checklist

This checklist, the first page of both application forms, helps members make sure their grant applications are complete prior to submission. Incomplete applications will be returned to the project contact person.

Download the new forms at MMRMA.org. Applications submitted on older forms will be returned.
Smooth Transitions, continued from page 1

productivity and performance. Existing staff want to know who is going to perform a departing employee’s work.

If an organization is already short-staffed, the team may worry about being tasked with additional duties. Wise managers are transparent in communicating how they will address vacancies; a hit to staff morale will reverberate throughout the organization.

Devise a Game Plan
Ideally, departing staff members will provide detailed information on their daily, weekly, and periodic tasks. Encourage these employees to share the status of their projects, the location of key files and systems, and any other information essential to their roles. They’ll feel more confident that the job they held for so long will continue to be done well.

Likewise, exit interviews often yield valuable information that may result in improvements in the position and its relationship to other jobs in the organization.

A Positive Perspective
Employees realize that their departure may cause challenges for their colleagues and employer. This could lead to feelings of guilt or ambivalence about parting with an organization where they enjoyed working.

Take active steps to make these transitions as stress-free as possible. For example, holding a goodbye event can help foster relationships and recognize departing employees’ contributions. Even a relatively small gesture of appreciation can alleviate negative feelings and impart a positive message to staff.

Room to Grow
For organizations without a formal succession plan, a staff departure is a terrific opportunity to consider creating one. Now is your chance to evaluate how this job fits into the whole—what works about it, what doesn’t, and what should be changed before another employee steps into the role.

Succession planning helps identify employees who are ready for promotion and uncovers the need for more formal, ongoing cross-training. If several associates are approaching retirement, it might make sense to update job descriptions and perhaps combine or divide responsibilities in advance of key employees’ departures.

Retirements and departures are inevitable in any organization. Like any significant change, such situations are not always easy. But by managing them appropriately, employers can avoid risk and create a smoother transition for all involved.

Resource: Webinar by Sharon Harris, Tamara Jones, and Lynn McNamara, Citycounty Insurance Services

Before you rush to fill a vacancy, take a look at the job itself to see how it could be restructured to be more satisfying and productive.