



January 7, 2015

CAS Committee Chairs and Executive Council

Attached is the first draft of the CAS Chairperson Best Practices. This document is intended to provide current, incoming and future chairpersons of CAS committees, task forces and working groups with practical guidance on various aspects of conducting their duties.

Chairs are encouraged to provide feedback to Matt Caruso (mcaruso@casact.org) on this document so that the best practices can be regularly updated to meet your needs and support the successful execution of committee and task force goals.

Sincerely,

Aaron Halpert,
Chair, CAS Leadership Development Committee

CAS Chairperson Best Practices

January 2015

TABLE OF CONTENTS

1) Introduction and Background	1
2) Chairperson Transition.....	2
a. Elements Needed by New Chair	2
b. The Transition Conference.....	2
3) Reporting Responsibilities.....	3
a. Committee Reporting Structure	3
b. Reporting Requirements.....	5
4) Teaming with CAS Staff.....	5
5) Committee Members.....	5
a. Turnover.....	5
b. Committee Size	6
c. Recruitment	6
d. Vice Chairs.....	6
6) Managing Volunteers.....	7
a. Getting people engaged.....	7
b. Counseling individuals.....	7
c. Non-contributing individuals	7
d. Encouraging Diversity of Opinions.....	7
e. Potential future leaders	8
7) Goals and Deadlines (Project Management)	8
8) Available Resources	8
a. Online Courses	8
b. Webinars	9
c. Inventory of Knowledge and Skills Expectations	9
d. Chairperson’s Manual	9
e. The CAS Strategic Plan	9

CAS Chairperson Best Practices

The goal of this document is to equip incoming and current chairpersons with best practices that have proven to contribute to the success of CAS chairpersons in the past.

1) Introduction and Background

The CAS has committed to an operational model that relies in large part on volunteerism to accomplish its goals and meet its objectives. Because of this premise, the effectiveness of CAS committee and task force chairpersons is essential to the Society's success. We will collectively refer to all CAS committees, task forces and working parties as "committees" for the remainder of this document purely to simplify notation.

There is a long held perception that significant differences exist in how new CAS committee chairs are prepared to fulfill their responsibilities. The approaches used by various committees vary significantly. Some committees select their new chair a year in advance so they can serve as a vice-chair, others have a fairly substantial transfer of information and knowledge between chairs at a transition meeting, many committees rely heavily on their CAS committee liaison to ensure consistency and effectiveness, and some use a fairly minimalist approach. There are several resources currently available that are intended to assist all CAS committee chairs including

- the Vice President responsible for the committee,
- the CAS committee liaison,
- the CAS Chair resources webpage,
- and the CAS Chairpersons Manual.

In order to assess the need for improvement in the process for preparing new CAS Chairpersons, the CAS Leadership Development Committee (LDC) conducted a survey of current and former committee chairs in 2014. Of the 105 surveyed, 45 responded. The respondents were well distributed relative to their coordinating Vice President. There were several key findings:

- 20% of respondents felt that they were not given "enough guidance for success."
- Almost half said no documentation was passed between chairs as part of the transition.
- Specifically, better information was desired related to timelines, agendas, minutes, cycle and quarterly reports, procedures, etc.
- A more formal CAS Chairs transition involving the outgoing Chair, the incoming Chair and the CAS committee liaison was suggested.
- Both the lack of awareness of and perceived usefulness of the Chairperson's Manual were major issues.

- Several excellent recommendations for leadership training topics for CAS Chairs were provided. These included: communication skills, project/time management, prioritization, motivating volunteers, collaboration, managing upward, and sensitivity to different views and priorities.
- Goal setting and accountability for deadlines were identified as material issues.
- The role and value of both the CAS committee liaisons and Vice Presidents to the committee chairs were both resoundingly affirmed.
- Employers' willingness to support attendance at the CAS Leadership Meeting was identified as a major issue, 1-2 hour online educational opportunities were identified as a viable alternative to on-site training sessions.

Many of these observations were also shared verbally by chairpersons attending the 2013 CAS Leadership Meeting.

2) Chairperson Transition

The transition between a chairperson whose term has expired and an incoming chair is a critical moment of knowledge transfer in any committee or task force.

a. Elements Needed by New Chair

A new chair needs a significant amount of information from the previous chair. Specific information includes:

- Previous meetings, agendas, and minutes
- Current and prior goals, statuses and dates accomplished
- All ongoing projects and statuses
- Previous cycle reports and annual goals
- Committee procedures and timelines
- Expected member annual time commitment
- A list of resources available to the chair to perform committee work

The CAS staff liaison for each committee will work with the current chair to develop a comprehensive list of information needed for an effective transition of committee leadership. A new chair is also encouraged to connect with the CAS liaison regularly in their appointment to provide support to the new chair.

b. The Transition Conference

It is strongly recommended that a teleconference or face-to-face conference be held between the exiting and incoming chair. This meeting can be facilitated by the CAS liaison for the committee. The purpose of this meeting is to ensure an effective transition of committee leadership.

3) Reporting Responsibilities

a. Committee Reporting Structure

The current reporting responsibilities by CAS committee are as follows. It is repeated here not only to identify your direct reporting relationship, but also other committees that may deal situations similar to yours.

Reporting to Board of Directors

- Audit
- CAS Centennial Steering
- CAS Centennial Commemorative Steering
- Discipline
- Leadership Development
- Nominating
- Strategic Planning

Reporting to VP - Administration

- Actuarial Review Editorial Board
- Assistant Treasurer
- CE Compliance Committee
- E-Forum
- Editorial
- Finance
- Investment
- Monograph Editorial Board
- Periodicals Editorial Board
- Publications Management Board
- *Variance* Editor-in-Chief
- Yearbook/Proceedings Committee

Reporting to VP - Admissions

- Candidate Liaison
- Education Policy
- Examination
- Syllabus

Reporting to VP – Marketing and Communications

- Joint CAS/SOA Committee on Career Encouragement and Actuarial Diversity
- Media Relations

- Member Advisory Panel
- New Members
- Online Services
- Sponsorships and Advertising
- CAS Trust Scholarship
- University Engagement
- Volunteer Resources

Reporting to VP – Professional Education

- Casualty Loss Reserve Seminar
- CIA/CAS Appointed Actuary Seminar
- Joint CAS/SOA Enterprise Risk Management Symposium
- Professionalism Education
- Professional Education Policy
- Program Planning
- Reinsurance Seminars
- RPM Seminar Committee
- Webinar Committee

Reporting to VP – Research and Development

- Accounting Changes
- Climate Change
- Dynamic Risk Modeling
- Health Care Issues
- Management Data and Information
- Open Source Software
- Ratemaking
- Research Oversight Committee
- Reinsurance Research
- Reserves
- Theory of Risk
- Valuation, Finance and Investments

Reporting to VP – International

- Asia Regional
- IAA Liaison
- IAA Response Resource
- International Member Services

b. Reporting Requirements

Most committees are required at a minimum to provide annual goals and budget requests and quarterly reports that summarize actual achievements versus goals. Chairs may also be asked to participate in Executive Council (EC) meetings as needed. Annual reviews of the Chair's position description for possible improvements should be submitted for the Vice President's review.

4) Teaming with CAS Staff

Every CAS committee has a dedicated staff liaison. The staff liaison is an essential resource in supporting the chair's success. Liaisons can provide a wide variety of assistance including:

- Coordinating the transition from the prior chair
- Assistance in developing committee goals and meeting agendas
- Setting meeting dates and times using surveying tools
- Distribution of meeting materials
- Facilitation of on-site meetings as needed
- Contribution to committee discussions, particularly when insights in CAS organization and processes are needed
- Recording committee minutes
- Assistance with committee roles and assignments
- Assistance providing information about the committee to the CAS Participation Survey
- Assistance with quarterly cycle reports
- Maintenance of the committee roster and contact information
- Recruiting new members
- Identification of a successor and support of the transition.

In the LDC chairs survey, we consistently found that chairs benefitted significantly from the assistance provided by their liaison. Committee Chairs are encouraged to have regular contact with their CAS Liaison in between committee calls/meetings.

A current list of Committee structure and active CAS staff can be found here:

<http://www.casact.org/community/volunteer/CAS-Org-Chart.pdf>.

5) Committee Members

One of the key challenges faced by CAS chairs is recruiting the appropriate committee members for their committee. Quality staffing ensures high quality results.

a. Turnover

Every committee needs some level of turnover within their membership. Too static a group can lead to stagnation and a lack of new ideas. Too much turnover leads to a lack of institutional memory and inconsistency.

b. Committee Size

The optimal size of a committee varies significantly. Too many members can result in members not being challenged or provided with meaningful opportunities to serve, too few can stretch willing volunteer resources too thin.

c. Recruitment

Another key responsibility of CAS chairs is the recruitment of new committee members. The chair begins the recruitment process by reviewing starting with the results of the CAS Volunteer Survey. A detailed set of guidelines for committee member selection are contained in the CAS Chairperson's Manual. A number of criteria should influence selection of new members. These may include:

- Experience – The addition of less experienced innovators or more experience experts may each be appropriate in different situations.
- Geography – An appropriate geographic mix can be important to representing geographic differences in perspective.
- Employment Type – Regulators, company actuaries, consultants and actuaries that work in non-traditional roles each can provide unique perspectives.
- Employer – Specific employers, e.g. leading personal auto insurers or a major rate bureau, can be a valued voice in specific committee projects. Too many members from the same employer can waste valuable committee spots and limit the diversity of ideas.
- Availability - Sometimes the best committee members also have the least availability. Chairs need to recognize the time constraints that some members have and shift assignments and responsibilities accordingly.
- Skills – Achievement of Committee goals often require volunteers with specialized skills.

Committee Chairs are encouraged to reach out to volunteers expressing a strong interest in joining the committee to discuss the committee's mission and goals and to gain a better understanding of the volunteer's specific skills and experiences,

d. Vice Chairs

Many committees have a vice chair selected to the year prior to allow a full year of transition to overlap with the current chair. Even in a committee that does not have a formal chair, early identification of the successor for the chair is a valuable option to consider.

6) Managing Volunteers

One of the greatest challenges a chair faces, is managing the variety of personalities, motivations and availabilities of their committee members.

a. Getting people engaged

It is imperative to get all committee members engaged in some manner to assist in accomplishing the committee's goals. A one size fits all model simply does not work for the variety of individuals on a typical CAS committee. A chair should strive to understand what motivates their committee members, what their talents and abilities are, what they enjoy doing, and how they would like to support the goals of the committee. CAS training sessions on how to engage your committee members are scheduled regularly throughout the year, and new chairs are encouraged to participate in these training sessions. The Chair should also consider forming subgroups to deal with projects that support the committee's goals in order to engage all of the committee's members.

b. Counseling individuals

Sometimes Committee chairs are faced with challenging personalities within their committee. Sometimes the individuals are argumentative, talk excessively, overtake committee calls and meetings, prevent the reaching of a committee consensus, or otherwise obstruct the progress of the committee. The chair owes it to both the individual and the committee to discuss these difficulties professionally and privately with the individual, explaining the nature of the problem and seeking to remedy the behavior. After reasonable efforts have been made to remedy the situation, the chair may need to request the committee member consider rolling off the committee.

c. Non-contributing individuals

Another challenge is committee members who do not contribute to the committee's efforts. Sometimes, a change in work responsibilities or personal commitments may force a formerly valued committee member to curtail their efforts. Again, the chair owes it to both the individual and the committee to discuss these matter professionally and privately with the individual and seek to remedy the behavior, up to and including suggesting that the committee member consider rolling off the committee until the other commitments allow their full participation.

d. Encouraging Diversity of Opinions

Chairs should encourage committee members to express diverging opinions during their deliberative process. The committee's successful completion of their deliverables are significantly enhanced by considering a wide variety of opinions.

e. Potential future leaders

It is important that CAS chairs identify committee members that demonstrate the skills for future CAS leadership. Whether the individual is ready to be considered for a committee chair or leadership development from programs offered by the LDC, a CAS chair can be instrumental in a talented committee members progressing to further leadership in CAS volunteer activities.

7) Goals and Deadlines (Project Management)

Setting goals and intermediate milestones, assigning responsibilities, monitoring progress and holding committee members accountable is essential to a committee's success. CAS committee liaisons can be invaluable in assisting with this process. This process also assists in framing committee meetings, completing cycle reports and ensuring the committee meets and achieves their stated goals.

Ideally the Chair will work with the CAS Liaison to develop a detailed project plan or roadmap to assure timely delivery of major deliveries. The Chair may also wish to consult with their VP to assure that significant work-plans are consistent with the timeframes and expected goals.

8) Available Resources

The CAS has a number of resources available to committee chairs. These include:

- Online training courses
- CAS and You: Overview & Opportunities for New Members
- Inventory of Knowledge and Skills Expectations
- Chairperson's Manual
- CAS Strategic Plan

This information is available at www.casact.org/community/volunteer/index.cfm?fa=resources.

a. Online Courses

The CAS currently offers two online courses for CAS chairs. Offered in partnership with the American Chemical Society (ACS), the courses deal with Running Productive Meetings and Managing Projects Effectively. Current CAS committee chairs and vice-

chairs may enroll in these courses and the CAS will pay the \$50 enrollment fee. Contact Matt Caruso at the CAS office (mcaruso@casact.org) for more information.

b. Webinars

The Leadership Development Committee is also developing a quarterly webinar series. The webinars will initially focus on topics identified by current CAS chairs as critical to their success. More information on these webinars will be added as it becomes available.

c. Inventory of Knowledge and Skills Expectations

The Inventory of Knowledge and Skills Expectations was developed by the CAS Leadership Development Committee to tell you what it takes to be a CAS leader. The Inventory summarizes the characteristics that have been observed in successful CAS leaders, providing members a roadmap for volunteer development. This allows current volunteers to assess strengths and weaknesses critical to professional development and to the CAS. It can be found at www.casact.org/cms/files/Inventory.pdf.

d. Chairperson's Manual

The Chairperson's Manual is a repository of information useful to a committee chairperson in running a CAS committee successfully. Each Committee's Chair description contains boilerplate CAS policies across committees, as well as committee specific information in regard to each individual committee's charge and goals. It can be found at www.casact.org/members/Manual/committee/.

e. The CAS Strategic Plan

CAS Chairs are encouraged to read the CAS Strategic Plan, and understand how the goals of their committee support the CAS efforts to achieve its strategic goals.