



Casualty Actuarial Society

Committee Chair

Best Practices Manual

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This document has been produced by the [CAS Leadership Development Committee](#) and was reviewed by the [CAS Committee on Volunteer Resources](#).

The goal of the CAS Leadership Development Committee is to bridge the volunteer leadership gap by ensuring that the CAS has a robust and diverse pipeline of passionate, dedicated, and qualified volunteers ready to assume leadership roles over time.

The Volunteer Resources Committee is responsible for reviewing volunteer involvement in the CAS, recommending ways to increase volunteer involvement, and improve member satisfaction with CAS methods for utilizing volunteers.

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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.

CAS committee chairs may take different approaches as they prepare to assume the leadership of their respective committee. Some committees select their new chair a year in advance so they can first serve as a vice-chair. Other committees have a fairly substantial transfer of information between chairs that occurs at a transition meeting. Some committee chairs are thrust into their positions with little or no transition, or when a new committee is created. Most committees rely heavily on their CAS Staff Liaison to ensure consistency and effectiveness throughout the transition or in establishing a new committee.

In addition to this document, several resources are available to assist all CAS committee chairs including the CAS - Vice President responsible for the committee, the CAS Staff Liaison, and the [CAS Chair resources webpage](#).

In order to assess the needs of CAS committee chairs, the CAS Leadership Development Committee (LDC) conducted a survey of current and former committee chairs. Key findings are summarized below:

- 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. Better information was desired related to timelines, agendas, minutes, reports, procedures, etc.
- A more formal CAS Chairs transition involving the outgoing Chair, the incoming Chair, and the CAS committee liaison was suggested.
- There was a general lack of awareness of the resources available to CAS committee leaders.
- Recommendations for leadership training topics were provided such as communication skills, project/time management, prioritization, motivating volunteers, collaboration, managing upward, goal setting, holding others accountable, and sensitivity to different views.

The role and value of both the CAS Staff liaisons and the CAS Vice Presidents to the committee chairs were both resoundingly affirmed.

This Best Practices Manual should be shared as a key resource not just for onboarding but should be available throughout the entire committee chair's term to position the leader for success.

2) Chairperson Transition

The transitional activities 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
- Committee procedures and timelines
- Expected member annual time commitment
- Discussion of the current committee members level of engagement
- 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 encouraged to connect with the CAS Staff Liaison to establish a relationship and establish regular communications which will be critical to success in their role.

b. The Transition Conference

It is recommended that a teleconference or face-to-face discussion be held between the exiting and incoming chair. This meeting can be facilitated by the CAS Staff Liaison for the committee. The purpose of this meeting is to ensure an effective transition of committee leadership and to ensure that no in-flight work of the committee is dropped or loses steam during the transitional period.

3) Reporting Responsibilities

a. Reporting Requirements

Most committees are required at a minimum to provide 1) annual goals and budget requests and 2) quarterly reports that summarize actual achievements versus goals. Chairs may also be asked to participate in Executive Council (EC) meetings as needed. In addition, annual reviews of the Chair's position description for possible improvements should be submitted for the Vice President's review.

b. Budget

Every Spring, the CAS staff works with the Vice Presidents of the Executive Council as well as the committee leaders to bring forward budget requests for consideration for the following fiscal year which begins on October 1st each year. As a committee leader, it is your responsibility to work with your CAS Staff Liaison, your CAS-VP, and your committee leadership team to put forward detailed expense and budgetary needs for your specific

committee for the coming year. A formal questionnaire will be routed to all committee chairs and should be completed in order for the CAS VP's and the CAS CFO to appropriately represent the budget items throughout the approval process. Any questions on this process should be directed to your CAS Staff Liaison.

c. Committee Reporting Structure

The current reporting responsibilities by CAS committee are included in the following link: [the Organizational Chart](#). It is important to familiarize yourself with your direct reporting relationship, but also other committees that may deal with issues similar to yours.

4) Teaming with CAS Staff

Every CAS committee has a dedicated CAS Staff Liaison. In the Leadership Development Committee (LDC) chairs survey mentioned earlier, we consistently found that chairs benefitted significantly from the assistance provided by their CAS Staff Liaison and that the CAS Staff Liaison is an essential resource in supporting the chair's success.

Committee Chairs are encouraged to have regular contact with their CAS Staff Liaison in between committee calls/meetings and to utilize liaisons in a [variety of different ways](#).

Staff can add value on committees in a number of important ways:

- A historical perspective of the committee's work
- Broad knowledge of what's happening across the CAS
- A different perspective than the actuaries on the committee
- Access to association management trends and resources
- A confidant to bounce ideas off of

In order to make the most of your volunteer time as a committee chair, be sure to use your CAS Staff Liaison across the full range of committee activities ranging from:

- Goal setting
- Committee Chair Onboarding
- Succession Planning
- Committee Member Recruitment
- Pushing initiatives forward
- Reporting accomplishments

A week prior to each scheduled committee meeting, work with your CAS Staff Liaison to draft an agenda for the call and, once the agenda is agreed upon, the CAS Staff Liaison will distribute to the full committee. To the extent that you're expecting individuals to present on a topic or be prepared to speak, give them a heads up and an appropriate amount of lead time so that they come prepared to engage. Also, be thoughtful about which items on the agenda are items to inform the members of (i.e. status updates) and which items you'd like to have discussion around

(i.e. brainstorming, etc).

As the chair, it's also appropriate to call upon members of the committee during the call to ask for their thoughts and feedback as, at times, people may be initially reluctant to speak up on a teleconference. Thinking through the agenda, the flow of the meeting, and what level of engagement you are expecting from those attending will help keep everyone prepared, direct the conversation, and help pace the meeting in such a way that everyone's time is used most effectively.

5) Committee Appointment Process

The staffing of committees is essential to ensuring that work is of a high quality result and is accepted throughout the profession.

One responsibility of CAS chairs is the recruitment of new committee members. The chair begins the recruitment process by reviewing the results of the annual CAS Volunteer Interest and Participation (VIP) Selection. 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. A number of criteria should influence selection of new members. The following are characteristics to consider:

- **Experience** – The addition of less experienced innovators or more experience experts may each be appropriate in different situations.
- **Skills** – Achievement of Committee goals often require volunteers with specialized skills.
- **Willingness to Serve** - Providing opportunities for volunteers who are both willing and able to serve.
- **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.
- **Diversity** - It's important that committee leaders seek diverse participation and encourage inclusive engagement where differences are celebrated and where all have the opportunity to participate in the CAS's success.
- **Geography** – An appropriate geographic mix can be important to representing geographic differences in perspective.
- **Employment Type** – Regulators, company actuaries, consultants and actuaries 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 limit the diversity of ideas.

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

a. Guidelines

These guidelines reflect the intention to involve as many members as possible in committee activities without sacrificing continuity. However, the effectiveness of committee work is paramount and as a consequence strict adherence to the written guidelines is not necessarily to be expected, particularly with respect to committees that interface regularly with other professional organizations.

Committees for which specific appointment rules are established by the Board (e.g., Nominating and Audit Committees) are exempt from the guidelines. Appointments to joint committees and liaison appointments are subject to the guidelines applicable to standing committees, although certain of the liaison appointments must be Board members or officers pursuant to agreements with other organizations.

All CAS members are eligible and encouraged to serve on committees. Associates are also eligible to serve on most, but not all, committees.

In general, a person should be chairperson of a standing committee for no more than three years subject to annual reappointment, and should retire from the committee after serving as chairperson.

In general, a person should remain on a standing committee for no more than three years unless such person becomes chairperson by the end of that period, with exceptions permitted if justified to Vice Presidents by committee chairs.

In general, a person appointed to a task force or a special committee is expected to serve until the task force or special committee is discharged.

The size of the committee will be determined by the chairperson. It is desirable for committees to be sufficiently large to permit the formation of subcommittees to deal with specific projects.

It is up to the committee chairperson to contact non-participating members and take appropriate action, such as suggesting they should withdraw from the committee. This may include replacing ineffective committee members prior to the normal term specified in the guidelines.

b. Staffing Deadlines

All committee chairpersons (other than for committees reporting to the Board of Directors) should be selected by the Executive Council each year. Chairpersons for Board committees will normally be selected during a formal board meeting.

Normally, all remaining committee members should be selected by the committee chairpersons by November 15 of each year. The Examination and Syllabus Committees, however, may make their selections at any time that is consistent with their staffing needs.

c. Notification of Roster Changes to the CAS Office

Each committee chairperson should submit the committee roster to the committee's CAS Staff Liaison for publication on the [CAS website in the Committee Directory section](#). Any subsequent changes in committee membership are to be reported as they occur.

d. Volunteer Interest and Participation (VIP) Selection

Each year in the summer, the CAS Office will distribute a copy of the VIP Selection results to the committee chairpersons. As an additional aid to committee staffing, the CAS Office will include with the VIP Selection a tabulation of the membership of each committee over the prior five-year period.

Committee Chairpersons are encouraged to use as many of the volunteers listed in the VIP Selection results for their committee as reasonably possible. As a minimum, Committee Chairpersons should personally contact (by phone if possible, by e-mail if unable to contact by phone) those members who indicate they are very interested and intend to serve if asked and keep a record of the reason for those not placed.

Placement of volunteers is closely monitored by the Volunteer Resources Committee and the Executive Council. The CAS leadership is committed to making sure that everyone who is interested in serving on a CAS committee gets an opportunity to do so.

e. Onboarding & Retiring of Members

It is customary for new committee members should receive a welcome email/call from the chairperson of the committee at the beginning of each year describing the goals of the committee, the time commitments, and the work currently underway as well as to figure out the most effective way to utilize the new member's skills and to fit their interests.

Additionally, a best practice for retiring committee members is to receive an appreciation email from the chairperson of the committee at the close of each year with a copy to the CAS -Vice President. Vice Presidents will note extraordinary performances by committee members, as nominated by committee chairpersons.

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 committee members. People volunteer for a variety of reasons:

- to extend their social network
- to express what is important to them
- to enhance job and career prospects
- to develop knowledge and experience in areas important to them
- for fulfillment and personal growth

Once you identify the primary reason the volunteer joined the committee, you can adjust your communications to highlight how the work they will be doing will benefit them in their area of interest.

Another consideration is knowing the volunteer's skill set so you can recruit the right volunteer for the work. During the engagement, provide appropriate communication and feedback including recognition which can include showing your appreciation, showing them how they made a difference, and, if appropriate, and providing social recognition.

CAS training sessions on how to motivate and engage your committee members have been held for leaders, and new chairs are encouraged to participate in these training sessions when they occur. Materials to help with engaging and motivating volunteers are available [here](#). The Chair should also consider forming subgroups to deal with projects that support the committee's goals in order to engage each of the committee's members and give them each something specific to work on.

b. Counseling individuals

At times, committee chairs are faced with challenging personalities within their committee who are argumentative, talk excessively, 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 at large to discuss these difficulties professionally and privately with the individual, explaining the nature of the problem and seeking to remedy the behavior. The CAS Committee Liaison as well as the CAS-Vice President who oversees the committee are available to help the chair think through solutions and how best to address the situation. 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 matters 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

An important role for all CAS chairs is to identify committee members that demonstrate the [skills](#), energy, and dedication necessary for future CAS leadership. Whether the individual is ready to be considered for a committee chair or leadership development from programs offered by the Leadership Development Committee, a CAS chair can be instrumental in helping a talented committee member progressing to further leadership in CAS volunteer activities. Chairs should proactively share the names of talented individuals with their CAS

Staff Liaison, their CAS-Vice President, and members of the Leadership Develop Committee to ensure they are considered for future opportunities.

7) Goals and Deadlines (Project Management)

The Chair should consult with their VP to ensure that significant work plans are consistent with the broader organizations timeframes and expected goals. For a committee to be successful, the chair should:

- Set clear goals and expected timeframes,
- Assign responsibilities to appropriate committee members,
- Hold committee members accountable.

The Chair will work with the CAS Staff Liaison to develop a detailed project plan or roadmap to assure timely delivery of major deliveries. CAS Staff Liaisons are an invaluable in assisting with this process:

- Framing committee meetings,
 - Completing cycle reports,
- Ensuring the committee meets and achieves their stated goals by monitoring and reporting on progress.

8) Available Resources

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

a. Online Courses

Through a partnership with the American Chemical Society (ACS), the CAS has access to online courses covering topics like running productive meetings and managing projects effectively, to name a few. Current CAS committee chairs and vice-chairs may enroll in these courses and the CAS will pay the enrollment fee. If you are interested, please contact your CAS Staff Liaison for more information.

b. 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.

c. 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. This document can be found at https://www.casact.org/cms/files/Strategic_Plan_Infographic.pdf.

d. First Time Committee Chair Resources (available upon request)

If you are a first time committee chair, you will likely experience new challenges as you move from a committee member to a leader. To support you in this transition, the CAS can make available an informal CAS “mentor” should you be interested. The mentor will be available for guidance and to answer questions as you navigate your new role and are typically more-experienced CAS leaders whose primary goal is to support you in your new assignment. If you are interested, please let your CAS Staff Liaison know and they will coordinate with the Leadership Development Committee to make a mentor available to you.

This information available at <https://www.casact.org/community/volunteer/index.cfm?fa=resources>

APPENDIX 1

GOVERNANCE OF COMMITTEES

Introduction

The purpose of this section is to address the relationship of committees to their supervisory officer and to the Board of Directors (Board) and Executive Council (EC). In general, the functions of all committees are subject to the policy determination and overall direction of the Board of Directors. With certain exceptions, each committee chairperson directly reports to an officer of the Society.

The Audit, Discipline, Leadership Development, Nominating and Risk Management Committees are under the direct supervision of the Board of Directors. The Employers Advisory and Employers Outreach, as well as The Actuarial Foundation Board of Directors also report to the Board of Directors. For administrative purposes, these Board committees generally interact with the President.

Organizational Chart

The CAS reporting structure is illustrated in the [organizational chart](#). Committee descriptions with committee rosters are also grouped under the Board of Directors and respective Vice Presidents, as appropriate, on the website.

Duties of the Vice Presidents

The following are duties of the Vice Presidents (or other supervisory officer) *pertaining to committee operations*:

- a. Supervise the activities of the committees reporting to him/her:
 - ensure that the goals of the committee are clearly defined and continue to be relevant;
 - ensure resources are always equal to the task;
 - ensure there exists at all times at least one qualified successor candidate for each committee chairpersonship;
 - monitor contact/placement by committee chairpersons of all response code #1's on the CAS VIP Selection;
 - review requests for extension of three-year tenures on committees.
- b. Recommend committee chairpersons and vice chairpersons to the Executive Council, for the committees reporting to him/her.
- c. Prepare (annually) goals and submit to the President-Elect for EC approval.
- d. Oversee the annual budgeting process for committees.
- e. Submit quarterly cycle reports to the President, in writing, on progress within his/her areas of responsibility, with such reporting to be on an actual vs. goals basis.
- f. Review (at least annually) and approve the position descriptions of each committee chairperson

reporting to him/her.

- g. Attend and participate in meetings of the Executive Council.
- h. Attend meetings of the Board.
- i. Approve, on an exception basis, committee travel expenses up to a \$10,000 authority limit. The authority limit does not apply to expenses in the approved CAS budget.
- j. Approve other expenses up to a \$10,000 authority limit. The authority limit does not apply to expenses in the approved CAS budget.

Duties of the Executive Council

The Executive Council approves appointments of committee chairpersons and vice-chairpersons, except for committees reporting to the Board of Directors.

Duties of the President-Elect

The President-Elect is responsible for reviewing the results of the VIP Selection to assure opportunities for members to participate in committees. The President-Elect is assisted in this responsibility by the Committee on Volunteer Resources. The President-Elect also plans the Leadership Summit, generally held in September.

APPENDIX 2

COMMITTEE MEETINGS, TELEPHONE CONFERENCES, AND ELECTRONIC COMMUNICATIONS

Introduction

Committees generally require periodic meetings to secure the required level of interchange of views for effective committee performance. The frequency of meetings is at the discretion of the chairperson depending on the agenda of the committee.

CAS Policy on Committee Meeting Expenses

Committee chairpersons are encouraged to take advantage of free meeting room facilities.

The CAS Office offers an excellent conference room that has the capacity to accommodate most CAS committee meetings. Call the CAS Office to schedule the room and, if desired, make food arrangements for continental breakfast, lunch and breaks. Related catering expenses will be borne by the CAS.

The committee chairperson (or other member hosting a committee meeting) will be reimbursed for the out-of-pocket logistical expenses incurred by the member host to conduct CAS business, to include catering, audio visual, room rent, etc. at both the employer's office and at off-site locations.

The CAS generally does not pay committee travel expenses. Vice Presidents may approve travel expenses on an exception basis. Vice Presidents have a \$10,000 approval authority limit, except for expenses in the approved CAS budget which are in excess of \$10,000.

The CAS does not reimburse members' travel expenses to committee meetings held at CAS meetings and seminars.

Specific exceptions to the travel expense reimbursement policy have been approved for the Examination and Syllabus Committees.

Committee Telephone Conference Calls

The CAS assumes the costs of CAS committee telephone conferences conducted through the CAS vendor when there are a minimum of four participants (within approved budget allocations). The President-Elect (for Board Committees) and Vice Presidents will coordinate budgets for their respective committees within the overall CAS budget approved for this expense category.

The CAS vendor, **Conference America**®, provides a service that permits the conference leader and participants to dial into the telephone conference at the scheduled time with an assigned toll-free number and security code. These calls can be recorded. The CAS is billed directly for each call.

Committee chairpersons may arrange for teleconferences by contacting the CAS Staff Liaison to their Committee. The CAS Staff Liaison will then provide the toll-free number and security code.

Committee E-mail Mailing Lists

An e-mail mailing list is a list of multiple addresses grouped under one e-mail address. A mailing list allows a person to send an e-mail message to one address, and have that message be distributed to multiple

individuals.

The CAS has the ability to establish e-mail mailing lists for committees. Committee chairpersons can use an e-mail list to send out broadcast messages without typing the individual addresses of each committee member. In addition, an e-mail list can be used to facilitate discussions or coordinate activities among committee members between regular meetings and teleconferences. E-mail lists allow committees to disseminate time-sensitive information without expenses or delays associated with printing, stuffing, and mailing.

Committees wishing to establish an e-mail list should notify their CAS Staff Liaison at the CAS Office.

Calendars

The CAS Calendar is posted on the CAS Web Site and updated frequently. The CAS Calendar may be helpful in scheduling meeting dates and in anticipating the submission of quarterly cycle reports. In addition to CAS meetings and seminars, it includes meetings of the Board of Directors and Executive Council.

Agenda and Minutes

An agenda should be prepared and distributed to each committee member before all committee meetings.

Minutes (prepared by CAS Staff Liaisons) should be prepared to record the results of each meeting. CAS Staff Liaisons will provide the Committee chairperson with minutes for their approval. Once approved, the minutes will be distributed to the rest of the committee. These minutes will normally be retained for only three years.

APPENDIX 3

EXTERNAL COMMUNICATIONS

Introduction

CAS committee members are expected at all times to represent an independent professional view in their committee participation, and not necessarily the views of their employers.

CAS Communications

All written CAS statements, reports, and the like shall not identify employment affiliation of the chairperson or committee members. Similarly, participants in hearings or public discussions should not identify their employment affiliation, unless specifically asked.

Public Expression of Professional Opinion

Article IX of the CAS Constitution restricts the public expression of opinion by CAS Committees with respect to questions of public interest, as indicated (quoted) below:

“No opinion with respect to questions of public interest shall be publicly expressed by, or on behalf of, the Casualty Actuarial Society, the Board of Directors, or any committee except on matters within the special professional competence of actuaries and then only with an affirmative vote of 75% of all members of the Board of Directors.

- (i) The Board of Directors of the CAS may, by a two-thirds vote of all members of the Board, direct the CAS’s delegate to the International Actuarial Association (IAA) to vote on behalf of the CAS on a proposed public expression of professional opinion to be issued by the IAA and allow the IAA to list the CAS as a supporting organization of that public expression of professional opinion when the vote is positive.
- (ii) An opinion of the Board of Directors or a committee authorized by the Board to express an opinion shall indicate that it does not purport to represent the views of the Casualty Actuarial Society, but only of the Board of Directors or the committee, as the case may be.”

APPENDIX 4

PUBLICITY

Introduction

Even the best committee work product will not be as effective as it could be if it does not receive adequate publicity, both within and outside the profession. Not only does such publicity enhance the stature of the committee and its work product, but it also enhances the stature of the CAS itself.

Internal Publicity

The CAS Editorial Committee is eager to receive articles highlighting committee work. The *Actuarial Review*, *Casualty Actuarial Society E-Forum*, and CAS Web Site are excellent vehicles for keeping members informed of committee activities. Committee chairpersons are strongly encouraged to communicate timely information through the newsletter and Web Site and to consider a schedule for such communication as part of the annual planning process. Articles should not exceed two and a half double-spaced, typed pages.

External Publicity

External publicity is usually the responsibility of the American Academy of Actuaries. If a committee's work product is thought to be useful in the public arena, the chairperson may forward it to the Academy following discussion with the appropriate supervisory officer. Such items should be addressed to the Vice President of the American Academy of Actuaries having supervisory responsibility for the Casualty Practice Council.

Also, committees are encouraged to publish committee work products in the *CAS E-Forum* and on the CAS Web Site.

Use of CAS Web Site

Committees should utilize the CAS Web Site for both internal and external publicity of committee work and to enhance committee effectiveness through innovative use of the Internet.

APPENDIX 5

LEGAL CONSIDERATIONS

Introduction

Committee chairpersons are representatives of the Society and, in fact, may create legal liability for themselves and the Society by engaging in improper activities. Thus, it is imperative that committee chairpersons do not become involved in matters that exceed their legal authority.

Antitrust Compliance Policy

Of particular concern for associations is the area of antitrust compliance, since certain association activities by their very nature can inadvertently raise antitrust concerns. Successful antitrust actions have been brought against associations in recent years. Penalties can be severe and intent is not a defense against many violations of the antitrust laws.

The CAS Board of Directors approved on February 11, 1993 a CAS Antitrust Compliance Policy comprised of the Policy, Guidelines, and a list of "Do's and Don'ts." [A copy of the CAS Antitrust Compliance Policy can be found on the CAS Web Site.](#)

Committee chairpersons will be guided by the provisions of this policy to ensure compliance in all respects with the letter and spirit of federal and state antitrust laws.

Conflict of Interest

Committee chairpersons are requested to be sensitive to conflict of interest situations that may arise for either themselves or for their committee members. These situations not only have the potential to create difficulties for the individual in question, but may also tarnish the appearance of objectivity in the work product of the committee. Conflict of interest situations should be avoided whenever possible. When not possible, the following guidelines should be observed:

- Committee members who are participating on behalf of another organization on the same, or highly similar, issue should disclose this fact to the committee chairperson. In the case of the committee chairperson, such disclosure should be to the supervisory officer.
- To the extent the other organization has taken or is likely to take a position contrary to, or substantially dissimilar from, that of the CAS, the member or chairperson should disclose that fact as well and should consider terminating participation on this specific project in one or the other of the organizations.
- When a member or chairperson elects to present a statement or otherwise visibly participate on behalf of the other organization (e.g., as a witness), consideration should be given to requiring the member to discontinue representing the CAS in a visible fashion on this issue.

In interpreting these guidelines the following qualifications may be useful:

- The guidelines apply only to dual participation in the private sector. They do not apply for an individual who participated in such issues for a governmental entity. An individual employed by a government entity is normally expected to completely avoid participation in any issue where a conflict of interest might exist.

- A time factor should be applied with these guidelines. As a general rule, the closer in time the dual participation occurred, the greater the weight that should be placed on the need for disassociation.
- The more "public" the forum, the greater the weight that should be placed on the need for disassociation. Thus, dual participation on projects involving AICPA or FASB may create fewer problems than dual participation before committees of Congress.

Indemnification of Committee Members

As stated in Article VI of the CAS Bylaws:

"Each person who at any time shall serve, or shall have served, as an Officer, member of the Board of Directors, committee member, Presidential appointee, or member of any disciplinary board of the Society (and his heirs, executors, administrators, and personal representatives) shall be indemnified by the Society against all costs and expenses (including but not limited to legal fees, amounts of judgments paid, and amounts paid in settlements) reasonably incurred in connection with the defense of any claim, action, suit, or proceeding, whether civil, criminal, administrative, or other, in which he or they may be involved by virtue of such person being or having been an Officer, member of the Board of Directors, committee member, Presidential appointee or member of any disciplinary board of the Society, or in connection with any appeal therein; provided, however, that in the event of a settlement the indemnification herein provided shall apply only when the Board of Directors approves such settlement; and provided further that such indemnity shall not be operative with respect to any matter as to which such person shall have been finally adjudged liable in such claim, action, suit, or proceeding on account of his own willful misconduct.

"The rights accruing to any person under this Article shall be without prejudice to any rights or benefits given by the Board of Directors inconsistent therewith in special cases and shall not exclude any other right or benefits to which he may be lawfully entitled."

Insurance

Committee chairpersons should be aware that the CAS's current Association Professional Liability Insurance Policy provides D&O coverage for up to \$10 million aggregate limit of liability, including claims arising from Standards and/or Certification programs. This policy not only covers directors and officers of the CAS, but all volunteers and members of any duly constituted committee, Regional Affiliate, and Special Interest Section as well. Any committee chairperson or member who believes this limit does not provide sufficient protection may wish to review the provisions of his/her personal insurance policy.

APPENDIX 6

FRAUDULENT OR DISHONEST CONDUCT AND WHISTLEBLOWER POLICY STATEMENT

The CAS will investigate any possible fraudulent or dishonest use or misuse of CAS resources or property by management, staff, volunteers, or members. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by CAS up to and including civil or criminal prosecution when warranted.

All members of the CAS community are encouraged to report possible fraudulent or dishonest conduct (i.e., be a whistleblower). A volunteer may report his or her concerns to any CAS Officer or the CAS Executive Director.

Definitions

Baseless Allegations: allegations made with reckless disregard for their truth or falsity. People making such allegations may be subject to institutional disciplinary action and/or legal claims by individuals accused of such conduct.

Fraudulent or Dishonest Conduct: a deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include, but are not limited to:

- forgery or alteration of documents
- unauthorized alteration or manipulation of computer files fraudulent financial reporting
- pursuit of a benefit or advantage in violation of the CAS conflict of interest policy misappropriation
- misuse of CAS resources, such as funds, supplies, or other assets authorizing or receiving compensation for goods not received or services not performed authorizing or receiving compensation for hours not worked

Whistleblower: an individual who informs CAS leadership about an activity which that person believes to be fraudulent or dishonest.

Whistleblower Protection

CAS will protect whistleblowers as defined below.

CAS will use best efforts to protect whistleblowers against retaliation. It cannot guarantee confidentiality, however, and there is no such thing as an "unofficial" or "off the record" report. CAS will keep the whistleblower's identity confidential, unless

- (1) the person agrees to be identified;
- (2) identification is necessary to allow CAS or law enforcement officials to investigate or respond effectively to the report;
- (3) identification is required by law;
- (4) the person accused of Fraud Policy violations is entitled to the information as a matter of legal right in disciplinary proceedings.

Whistleblowers must be cautious to avoid baseless allegations (as described earlier in the definitions section of this policy).

Contacts

Questions related to the interpretation of this policy should be directed to the Executive Director or Director of Finance and Operations.

APPENDIX 7

DIVERSITY STRATEGIES

CAS Non-Discrimination Statement

The CAS promotes involvement in the property/casualty actuarial profession regardless of race, ethnicity, gender, religion, age, sexual orientation, national origin, physical or mental ability, appearance, military service or geographic location.

CAS Diversity Statement

In principle and in practice, the CAS values and seeks diverse participation within the property/casualty actuarial profession. In support of those values, the CAS encourages an inclusive community where differences are celebrated and all have the opportunity to participate to their fullest potential in the CAS's success. The CAS commits time and resources to accomplish this objective.

CAS Diversity Goal

The CAS will facilitate the evolution of a multidimensional property/casualty actuarial profession by increasing total membership of under-represented groups in the CAS. While our membership and our goal for a multi-dimensional profession are global, our immediate focus is the membership of the U.S. population, where the vast majority of our members practice. Hence our initial focus is toward the under-represented groups in the U.S. However, we would also lend support to diversity efforts outside the U.S. where feasible.

The Value Of Diversity

To meet the ever-changing needs of an increasingly complex world, our membership needs to mirror the marketplace and our local communities. In order to maintain the public's trust, we must understand the risks and challenges they face and provide protection, products, and services tailored to their needs. To ensure products and services are designed for a diverse customer base, we must attract and retain the best talent who will bring unique life experiences and professional capabilities that enrich all of us and our respective communities.

Hence, diversity is foundational to creating an innovative and competitive membership able to relate to the multi-faceted issues facing today's employers. Having a diverse membership helps to build a broad array of backgrounds and talents to approach and solve business problems in the modern global economy. Having an actively involved, diverse membership reflective of the broader general population helps the CAS recognize the full horizon of issues that are central to the success of our members, their employers and society as a whole.

Strategies

- 1) Contribute staff and volunteer resources to the [CAS Diversity Committee](#) to leverage the work of existing CAS committees to meet the CAS Diversity Goal, by promoting and coordinating diversity activities within the CAS.
- 2) Raise awareness about diversity and inclusion with the CAS membership.

- 3) Promote early awareness of the actuarial career among minority groups, in particular African American, Hispanic/Latino, and Native American communities, through the CAS/SOA Joint Committee on Career Engagement and Actuarial Diversity (JCCEAD) and the CAS University Engagement Committee.
- 4) Create and maintain a focus of diversity efforts towards increasing gender diversity within CAS membership as a whole and specifically within leadership/management roles.
- 5) Beyond the communities specifically listed above, the CAS will ensure that non-listed communities (i.e., LGBTQ, specific religions) are included, respected and appreciated.
- 6) Work towards removing barriers for underrepresented minorities at various stages of their career.
- 7) Support mentoring programs to ensure the success and retention of diverse candidates in the pipeline to CAS membership: ACAS and FCAS.
- 8) Strengthen partnerships with other organizations, including CAS Regional Affiliates that will help advance our goals to develop a diverse actuarial profession.