



## **CAS Volunteer-Staff Framework: FAQs**

<b>QUESTIONS</b>	<b>ANSWERS</b>
<b>1. Why is the CAS adopting a new Volunteer-Staff Framework?</b>	The Board's adoption of an evolving volunteer-staff model, which includes retiring the Executive Council layer of governance and its role in CAS operations, stems from the Future of Volunteerism Task Force, which concluded that the CAS volunteer staffing model does not fully and efficiently support the Society's current and long-term initiatives and recommended that the CAS would benefit from a reorganization of the existing committee structure.
<b>2. What are the goals of the new Volunteer-Staff Framework?</b>	Streamlining the CAS governance structure, better leveraging of volunteers for their subject matter expertise, and empowering the CAS staff with accountability for CAS operations, are among the key changes resulting from an evolving volunteer-staff framework adopted by the CAS Board of Directors.
<b>3. With sunseting the Executive Council and transitioning Vice Presidents to Senior Advisors, how will the Senior Advisor role differ from Vice Presidents?</b>	Senior CAS volunteer leaders will continue to serve as advisors to staff, thereby ensuring that volunteers have influence on the highest levels of strategic execution. Oversight of committee operations will now reside, however, with senior staff executives including the Chiefs, who are the Senior Staff at the CAS that report to the CEO including the Chief Financial Officer, Chief Learning Officer, Chief Communications Officer, and Chief Growth Officer.
<b>4. Without an Executive Council, what does the trajectory look like for a volunteer leader who wants to move up the CAS governance structure?</b>	While there won't be Vice Presidents, the CAS will continue to have Senior Advisors, so the trajectory will be similar to what it is today.



<b>5. Will the role of CAS President and President-Elect change going forward?</b>	There are no major changes expected with the roles of the President and President-Elect. One difference in the role of the President will be that the President will not be required to oversee the Vice Presidents and the functioning of the Executive Council. Removing the responsibility of the Executive Council oversight creates more of an opportunity for improved oversight by the President and Operational Oversight Committee of the CEO, who is responsible for operations and strategy execution.
<b>6. How is the CAS committee structure changing?</b>	In the new Volunteer-Staff Framework, committees will transition to Working Groups, and Task Forces, replacing the long-standing set of existing committees. These groups will work to achieve specified goals supporting the CAS Strategic Plan. Working Groups will continue for as long as necessary to advance the CAS Strategic Plan. Task Forces are more project-based and will be disbanded once their goals have been accomplished.
<b>7. What would be the process for members to change something if the CEO/staff suddenly start going in a direction that members may not agree with?</b>	The process wouldn't be too different from what it is today. It would start with talking the issue through with CAS staff and expanding the discussion to volunteers if necessary. If not resolved, the issue could be raised to the Senior Advisors. Additionally, Board members will now have more interaction with CAS membership, for example, through Regional Affiliate Meeting presentations, so they will have an opportunity to obtain direct feedback as well.
<b>8. How will the CAS maintain its culture of volunteerism with this new framework? Is there a risk volunteers will become disengaged?</b>	Volunteers will still have a critical role, but they will focus on utilizing their actuarial expertise and experience as a member and practitioner. Staff will have the responsibility to execute operations with consideration of volunteer/member input. The implementation of the new Volunteer-Staff Framework is intended to increase volunteer engagement, by better matching volunteer interests and skillsets with their volunteer assignments. Additionally, the new framework will offer more short-term/high impact micro-volunteering opportunities. Volunteers can also expect to receive training, and there will be a greater emphasis on seeking feedback on the volunteer experience.



<b>9. What is the CAS's plans for expanding staff to support the new Volunteer-Staff Framework? Will member dues be raised as a result?</b>	Since 2020 the CAS has been evaluating its staff needs in terms of fulfilling the new CAS Strategic Plan, and has been making adjustments accordingly, closing skills gaps through education and training of existing staff, shifting staff across teams, and in some cases augmenting staff skills through new hires or contract work. Significant additions to the staff are not anticipated as changes are implemented to support the evolving Volunteer-Staff Framework. Likewise, there are no plans to raise member dues, beyond the typical annual inflationary increase.
<b>10. How will the roles of Committee Chairs and Staff Liaisons evolve to support the new framework?</b>	<p>Committee Chair and Staff Liaison titles will be renamed to "Volunteer Chair" and "Staff Chair," recognizing the integral role the two will play in partnering together to successfully lead CAS working groups and task forces.</p> <p>Volunteer Chairs will serve as subject matter experts and thought leaders, providing their actuarial insights and experience, and advising on execution and progress of goals to move them forward in partnership with their Staff Chairs.</p> <p>Staff Chairs will be assigned increased operational responsibility, and will be leveraged by their Volunteer Chairs for their perspectives, access to CAS history, policies, and experience/expertise across various areas of association management, including volunteer management, project management, event planning, marketing, etc.</p>
<b>11. How will staff be held accountable?</b>	Staff will be held accountable through specific goals tied to the CAS Strategic Plan. Performance will be measured relative to those goals.
<b>12. How can I learn more about the vote to retire the Executive Council layer of governance?</b>	Details can be found in the announcement on the CAS website, CAS Board Proposes Constitution and Bylaws Amendments to Streamline Governance.



**13. When will the transition to the Volunteer-Staff Framework be completed?**

The implementation is an evolving process. The reorganization of the existing committee structure, clarifying roles and responsibilities between staff and volunteers, and proposed sunseting of the CAS Executive Council, are planned to occur before the beginning of the next volunteer cycle with the Annual Meeting in November 2021. However, it should be noted that due to the complexities of the admissions system, the pace of change of the evolution of the volunteer-staff framework is expected to occur over a longer timeframe than other areas of the CAS.