



CAS Volunteer-Staff Framework: FAQs

QUESTIONS	ANSWERS
1. Why is the CAS adopting a new Volunteer-Staff Framework?	The Board's adoption of an evolving volunteer-staff model 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.
2. What are the goals of the new Volunteer-Staff Framework?	Streamlining the CAS governance structure, better leveraging of volunteers for their subject matter expertise, enhancing the volunteer experience, 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.
3. With the proposal to sunset the Executive Council through a Bylaws proposal not being approved, what is the status of the role of Vice Presidents?	The role of Vice Presidents continues to evolve as they advise, partner, and provide member-perspective to senior staff.
4. Will the role of CAS President and President-Elect change going forward?	There are no major changes expected with the roles of the President and President-Elect. However, the introduction of a new Operational Oversight Committee in 2021 at the Board level has provided improved oversight of the CEO, who is responsible for operations and strategy execution.
5. How did the CAS committee structure change?	In the new Volunteer-Staff Framework, committees transitioned to Working Groups, and Task Forces, replacing the long-standing set of existing committees. These groups 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.



<p>6. What is the process for members to change something if the CEO/staff suddenly start going in a direction that members may not agree with?</p>	<p>The process has not changed from what it has been historically. It starts 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 Vice Presidents. 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.</p>
<p>7. How will the CAS maintain its culture of volunteerism with this new framework? Is there a risk volunteers will become disengaged?</p>	<p>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.</p>
<p>8. What is the CAS's plans for expanding staff to support the new Volunteer-Staff Framework? Will member dues be raised as a result?</p>	<p>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.</p>



<p>9. How did the roles of Committee Chairs and Staff Liaisons evolve to support the new framework?</p>	<p>Committee Chair and Staff Liaison titles were renamed to “Volunteer Chair” and “Staff Chair,” recognizing the integral role the two play in partnering together to successfully lead CAS working groups and task forces.</p> <p>Volunteer Chairs 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. Staff Chairs have been 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>
<p>10. How is staff being held accountable?</p>	<p>Staff is being held accountable through specific goals tied to the CAS Strategic Plan. Performance will be measured relative to those goals.</p>
<p>11. When will the transition to the Volunteer-Staff Framework be completed?</p>	<p>The implementation is an evolving process. The CAS has already reorganized the committee structure and clarified roles and responsibilities between staff and volunteers. The next phase will focus on introducing a series of new initiatives to improve the volunteer experience. These initiatives include improving the process to match volunteers with meaningful CAS opportunities, releasing a bi-annual volunteer feedback form, providing volunteer trainings, and expanding the volunteer appreciation and recognition program. 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.</p>