Town Hall With CAS Leaders

May 24, 2021
New Volunteer-Staff Framework

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Why is Volunteer-Staff Model Changing?

Volunteer Task Force Charged to Address Following Problem Statement:

The current volunteer model has become difficult to manage as our Society continues to grow and we face additional business complexities. Resources are becoming scarcer as employers cut costs. There is an opportunity to expand the skillset available to us by thinking about the needs of the organization and hiring staff with the necessary skills.

In May 2019, the Volunteer Task Force Recommended that:

Current model does not fully and efficiently support the Society’s current and long-term initiatives

CAS would benefit from a reorganization of existing committee structure and inclusion of additional paid staff member support.
CAS Staff-Volunteer Framework
Evolving Components

1. Establish Standing Board Committees.

2. Transitioning VPs to Role of Senior Advisors and Sunsetting Executive Council

3. Transition Committee Structure to Councils, Working Groups and Task Forces
Transition of Committee Structure

Impact

Reduction in number of committees

Lines of operational responsibility and accountability clear

CAS Staff employ skillsets to their full potential

Volunteers effectively leveraged for their subject matter expertise and thought leadership

Working groups achieve specified goals that support CAS Strategic Plan and disbanded once accomplished.

Speed to market increases for CAS work products

Greater diversity and innovation
Board and EC Changes
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Evolving the CAS Volunteer-Staff Model

Board of Directors

**Current State**
- Establishes CAS strategic direction and sets CAS policy.
- Provides oversight over CAS operations.

**Challenges**
- Could be focused more on longer-term strategy development and engagement.
- Limited opportunities for Board members to engage beyond Board meetings.
- Lack of agility and slow to respond to market changes.

**Future State**
- Board continues to set strategic direction.
- Board focus is on interpreting market intelligence, engaging with membership, and elevating the CAS brand.
- Board functions through committees delegated by the Board, makes recommendations, and acts on Board decisions, enhancing board productivity and effectiveness.
Board Governance Committees

Existing Committees

• **Nominating Committee**: Nominates candidates for offices of the Society and for Board directors and submits its selections to the Board (for vice presidents) and to Fellows of the Society (for president-elect and Board directors) prior to the annual elections.

• **Leadership Development Committee**: Responsible for implementing the "Leadership Development Program" through which potential leaders will be identified and development plans for their progress will be formulated and tracked.

• **Discipline Committee**: Responsible for considering recommendations for disciplinary actions against members...in accordance with procedures described in the Bylaws and the CAS Rules of Procedure for Disciplinary Actions.

• **Audit Committee**: Responsible for overseeing the internal control structure and the annual independent audit of the financial statements and supporting accounts of the CAS by an auditing firm.

• **Risk Management Committee**: Provides ongoing identification and assessment of risks associated with existing CAS activities as well as risks stemming from opportunities for future activity.

New Committees

• **Diversity, Equity & Inclusion Committee**: Establishes CAS policy for diversity, equity, and inclusion (DEI) across the Society’s actuarial community, ensuring integration of the CAS DEI program with the Society’s mission, strategy, operations, and business goals.

• **Operational Oversight Committee**: Oversees CAS business operations, collaborating and maintaining alignment with the CEO and his executive staff.
Evolving the CAS Volunteer-Staff Model

Executive Council

**Current State**
- Executes operational responsibilities delegated by the Board.
- Vice Presidents partner with staff to oversee CAS volunteer committees.
- Directs implementation of strategic initiatives identified by the Board.

**Challenges**
- The VP role does not fully leverage actuarial skillset.
- Overlap and blurred lines between EC and Board
- Ambiguity regarding accountability and decision-making authority.

**Future State**
- Accountability for CAS operations handled by the CEO.
- Senior staff are accountable for volunteer groups across various functional areas.
- VP role sunsets and senior volunteers serve in an advisory role to CAS staff.
- Board-level Operational Oversight Committee established.
Summary of Board/EC Changes

With accountability for CAS operations assigned to the CEO, the Executive Council governance level will be sunset

- Oversight of committee operations will be the responsibility of senior staff executives, including the CFO, CLO, and CCO, reporting to the CEO.
- Senior CAS leaders will continue to serve as advisors to staff, thereby maintaining member representation at key levels of decision making.
- A Board-level Operational Oversight Committee established for monitoring CAS operations.
- Sunsetting the Executive Council requires changes to the CAS Constitution and Bylaws, i.e., affirmative vote of 10% of Fellows or 2/3 of the Fellows voting, whichever is greater.
- The CAS will take the opportunity to revise its outdated governing documents to adhere to association best practices, e.g., discontinue separate Constitution/Bylaws documents.
Constitution and Bylaws Revisions

• Developed by working group of Board/EC members: Mary Frances Miller, Mary Hosford, and Erika Schurr, working with the CAS Staff, CEO, and General Counsel

• Proposed revisions will reflect sunsetting the Executive Council

• Opportunity to revise outdated governing documents to adhere to association best practices, e.g., discontinue separate Constitution and Bylaws documents
  – Proposing one governing document – Bylaws – going forward

• To be reviewed and voted on by the Board in June and then by the Fellows in August (assuming Board approval)
Reorganization of CAS Committee Structure
CAS Staff-Volunteer Framework
Evolving Components

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The CAS CEO is accountable for Operations, and delegates accountability to his staff to lead their Councils.

The CAS CEO, working collaboratively with his staff, determines topics to elevate to the Board Agenda.

Structure below Councils include specific working groups; Volunteer pools exist for Councils & Working Groups.
CAS Council Structure

CAS Board of Directors

Governance Committees

CAS CEO

Chief Communications Officer
Senior Advisor(s)

Marketing & Communications Advisory Council

Employer Advisory & Outreach Working Group
Member Engagement Advisory Working Group
International Member Services Task Force
Member Advisory Panel Task Force
New Members Task Force
Volunteer Resources Task Force
Public Relations Advisory Working Group
University Engagement Advisory Working Group
Academic Centennial Task Force
CAS Trust Scholarship Task Force
Case Competition Task Force
Student Programs Task Force
University Awards Task Force
University Liaison Task Force

Chief Financial Officer
Senior Advisor(s)

Publications Advisory Council

Academic Review Working Group
E-Forum Working Group
Monographs Editorial Board
Variance Editorial Board

Finance Council

Innovation Council
(to begin in 2022)

Chief Growth Officer
Senior Advisor(s)

Investment Council

International Council

Asia Regional Working Group
Latin America Regional Working Group
International Actuarial Association Working Group
International Ambassador Working Group

Admissions Council

Candidate Liaison Working Group
Syllabus & Examination Working Group

Chief Learning Officer
Senior Advisor(s)

Professional Education & Planning Council

Annual Meeting Working Group
Casualty Loss Reserve Seminar Working Group
Continuing Education Committee Working Group
International Professional Education Working Group
International Webinar Task Force
Malaysia Seminar Task Force
Taiwan Seminar Task Force
Learning Enhancement Process Mentoring Working Group
Limited Attendance Seminars Working Group
Microfinance Working Group
Professionalism Courses Working Group
Professionalism Policy Review Working Group
Ratemaking, Product and Modelling Seminar Working Group
Reseours Seminar Working Group
Risk Seminar Working Group

Research Council

Emerging Risks Working Group
Climate Change Task Force
Climate Index Task Force
Cyber Risk Task Force
Prices and Rates Working Group
Hardening and Middlemarket Prices Task Force
Research Grants Task Force
Ratemaking Working Group
Machine Learning Task Force
Reinsurance Working Group
Reserve Working Group
Risk Working Group
Evolving the CAS Volunteer-Staff Model

Committee Structure

Current State

Long-standing set of existing committees

Not all committees have measurable goals and deliverables tied to CAS Strategic Plan

Challenges

Number of committees is expansive

Committees outlive their usefulness

Diversity and innovation become stale with same set of standing committees

Future State

Working Groups and Task Forces Formed to:

Achieve specified goals supporting the CAS Strategic Plan and disbanded once accomplished

Improve “speed-to-market” of work products
Evolving the CAS Volunteer-Staff Model

Volunteer Experience

Current State

- Volunteers serve 3-year terms on standing committees
- Volunteer skillset may be mismatched with assigned tasks
- Existing staff resources sometimes not optimally leveraged
- Volunteers often sourced from existing networks

Challenges

- 30% of members volunteer but smaller portion are engaged
- Volunteers not always leveraged for subject matter expertise and thought leadership
- Operational responsibility and accountability between staff and volunteers blurred.
- Lack of diverse participation

Future State

- Delivery of volunteer training
- Incorporation of volunteer feedback mechanism
- Development of volunteer pool for micro-volunteering opportunities
- Greater use of technology to match member talents/needs
- Robust volunteer appreciation and recognition program
Evolving the CAS Volunteer-Staff Model

CAS Staff

**Current State**
- Staff participation varies across committees
- Staff could be more empowered to make simple decisions

**Challenges**
- CAS staff not utilized to full potential
- Lack of staff empowerment impacts speed to market

**Future State**
- Staff have more accountability and are empowered to make decisions more quickly
- CAS staff build their skills and employ skillsets to full potential
- Speed to market increases for CAS work products
Transition of Committee Structure: Components

Staff Liaison Role
- Staff Elevated and empowered to assume more responsibility and accountability for operational execution
- TIMING: Transition began in April ’21, with staff training occurring throughout spring

Chair Role
- Chairs leveraged for subject matter expertise and thought leadership
- TIMING: Transition began in April ‘21

Committees Transition to New Structure
- Committees will become Councils, Working Groups and Task Forces
- TIMING: Committees adopt new titles by Sep 30, ‘21

Committees Identified to Merge or Sunset
- Committees that would benefit from merging or those that have achieved their objectives or are not aligned with CAS Strategic Plan to be merged/sunset
- TIMING: Committees merging or being sunset complete process by Sep 30, ‘21
Appendix
CAS Volunteer Structure

- **Councils**: an advisory or deliberative body of people *formally constituted* and meeting regularly.
  - CAS staff are accountable & responsible
  - Councils aligned to the CAS organizational structure

- **Working Group**: a group of experts working together to achieve specified goals.
  - Established when experts are required to exist for indefinite time for a specified purpose.
  - Charter is clearly stated, and goal and objectives defined.
  - Accountability is delegated from the council to a staff lead, volunteer lead, and a pool of supporting volunteers.

- **Task Force**: a unit specifically organized for a given task.
  - A temporary activity or an activity that is repeatable, for example an annual program.
  - Structured under WG’s when there is a clear need defined by the WG staff lead.
  - Directly report into their corresponding WG, not the council.