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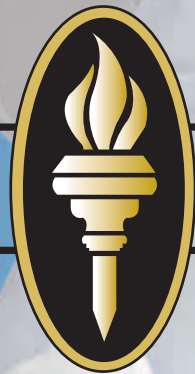
Spring 2011

**The Coming War
for Younger Talent**



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Spring 2011

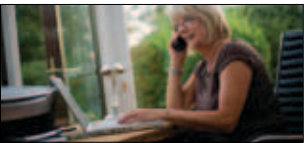
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The Coming War for Younger Talent

As the recession eases, companies need to retool their recruiting to attract and retain the best candidates.

Amid the unfortunate wave of layoffs that drove the unemployment rate to 10 percent over the past year, many organizations—at a critical time for the class of 2009—significantly reduced their hiring of new college graduates. While most students were aware of the weak job market, few were prepared for the

difficulties they encountered as organizations across the country realigned their workforces and flooded the job market with talented (and experienced) candidates.

Yet the class of 2009 adapted quickly, shifting its career focus and expectations to accommodate the new environment. Now it's the recruiters who are having to adapt as they seek to attract and retain the best 2009 and 2010 candidates and gain a strategic advantage in the coming economic upturn.

The Classes of 2009 and 2010

As the market started to weaken in late 2008, students began noticing scheduled job interviews disappearing from their calendars. For some, the canceled interviews were an unwelcome precursor to the rescinding of offers. To make matters worse, the decline in the number of companies visiting campuses blindsided those colleges and universities that were left with a surfeit of graduat-



STOCKXPRT AND CINDY JOHNS

ing students with no interview opportunities. With an unprecedented number of applicants chasing fewer companies and positions, the reduced prospects of getting hired forced many students to face some challenging career decisions.

Some graduates (those who were blessed with financial means) chose to travel the world and enjoy the time off. Others began working part time, doing their best to identify occupations that they hoped could bolster their résumé. The most notable increase, however, was in the number of students who chose to ride out the recession by furthering their education in graduate school.

The number of students who took tests such as the Law School Admission Test and the Graduate Record Examination reached all-time highs in 2009, rising 17 percent and 13 percent, respectively, over 2008 numbers. There was a direct correlation between this infusion of test takers and large spikes in applications at graduate schools, as well as suddenly competitive acceptance rates at many of these schools. Programs that were recognized as a “Best Place to Launch Your Career,” such as the Peace Corps and Teach for America, not surprisingly experienced a significant increase in the number of applicants. For college graduates who

As a new era begins, students’ changing tastes offer recruiters considerable opportunity to reach outside of normal recruiting practices to reel in the next generation of top candidates.

were struggling to find jobs but were unwilling to invest extended periods of time in graduate education (e.g., for business school and law school), one-year programs also became increasingly popular.

It’s amazing that even as the job market began its slow recovery last year, the trends evident with the class of 2009 seem to have persisted with the class of 2010. Students from the class of 2010 appear to have given more consideration than any other class to one-year programs and non-profit opportunities. In addition, as 2009 students graduated from these programs and joined the class of 2010 in looking for jobs, they demonstrated an unprecedented amount of flexibility. More than at any other time in recent memory, students are open to relocating outside the top cities and willing to opt for employment opportunities that have less correlation with their field of studies.

This post-recession mentality could have a prolonged effect on how companies attract talent. As a new era begins, students’ changing tastes offer recruiters considerable opportunity to reach outside of normal recruiting practices to reel in the next generation of top candidates.

Reaching Higher

With reduced demand driving down the premium for attracting and retaining top talent, many recruiters are developing less traditional approaches to reach graduates. Examples include increasing the use of social media, leveraging “buddies” to share stories about the company, stepping up recruiting blitzes to include heavy involvement from senior leadership, and using more interactive case studies. The additional corporate “buying power” also has enabled recruiters to interest graduate students from one-year programs in entry-level jobs. As was not the case before the recession, many one-year graduate students have interviewed for jobs that bring little or no pay increase over the standard undergraduate packages. Their extra year of seasoning represents a tremendous value to companies. Not only are master’s students more qualified; the additional soft skills taught in one-year programs can be crucial for success.



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Actuarial Careers, Inc.® specializes solely in the placement of actuaries on a worldwide basis and provides the most responsive and professional service in the industry. We provide every actuarial candidate we represent with the opportunity to broaden and enhance their personal career, and every client, the best candidate for each position. Our in-depth knowledge of the industry allows us to be in the forefront of actuarial opportunities and trends. Our federally registered service mark is affirmation of our ongoing commitment to provide the finest service in our industry.

Candidate Services

Actuarial Careers, Inc.® offers candidates the opportunity to work with our top-notch professional team, recognized throughout the actuarial community for dedication, service, and results. Our staff maintains a state-of-the-art proprietary database that tracks every major employer of actuaries and provides the most up-to-

date information possible regarding the availability and specifications of open positions. We present each candidate on a highly selective basis to the companies of their choice, and only with their permission. We are responsive, provide accurate information, and are creative in locating the best possible positions for each candidate's specific profile and career requirements.

Client Services

Our custom-designed, state-of-the-art technology tracks more than 33,000 actuaries and actuarial students throughout the world, highlighting their respective areas of expertise, professional and personal qualifications, and career objectives. Through our daily interaction with the actuarial community, our database is updated on a continuing basis, ensuring our ability to rapidly identify candidates most appropriate to each client's unique requirements. Our staff contacts and screens all potential candidates on an individualized basis to best determine professional qualifications, potential interest, availability, geographical flexibility, and other specifics for each position.

Team Approach

With the conviction that the whole is greater than the sum of its parts, the Actuarial Careers® staff, directed by Aimee Kaye, works as a team on all client assignments. A single point of contact ensures efficient communications while our individualized approach to each assignment ensures we will always maintain sensitivity and confidentiality while meeting the objectives of our clients

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- ▶ Maintain complete confidentiality.
- ▶ Provide accurate information and prompt feedback.
- ▶ Be accessible by telephone, including evenings and weekends.
- ▶ Be proactive on behalf of all our clients and candidates.
- ▶ Conduct our business according to the highest ethical standards.

At Actuarial Careers, Inc.®, we pledge to never:

- ▶ Send out a resume without permission.
- ▶ Pressure a candidate in any way for any reason.
- ▶ Direct a candidate to a position because it generates a higher fee.
- ▶ Knowingly present unqualified candidates for a position.
- ▶ Put our interests above yours.

For the first time, companies that wish to bring in elite classes of new hires must look above the scope of traditional undergraduates. Programs such as the Foundations of Business degree, a nine-month program introduced last year by Duke University's Fuqua School of Business, aim to prepare students for entry-level business jobs by providing an MBA crash course. The program's clear distinction of positioning these students for entry-level jobs allow recruiters to hire students who possess most of an MBA education, for little to no premium. Other schools, such as New York University, have implemented a broader one-year master's program that allows liberal arts students to apply for a fifth year should the job market not look appealing. With the proportion of students who opt into these programs growing over time, the companies that form early relationships with the programs can position themselves to realize increased returns on their recruiting investments.

Reaching Wider

It's worth noting that the class of 2009 was the first in more than 50 years to experience two recessions before entering the workforce. Many



of these students have firsthand experience dealing with the stressful impact of job loss on relatives and friends. Today's graduates understand the importance of being flexible and open to new opportunities. They are willing to deviate further away from their majors—allowing companies to select from a more diverse candidate pool. By recruiting from nontraditional schools and nontraditional majors (e.g., recruiting actuaries who have a Bachelor of Applied Science, a Bachelor of Edu-

cation, a Bachelor of Music, or a Bachelor of Engineering), companies often have been pleasantly surprised by the quality of talent available in these nontraditional areas.

The rise of nonprofit programs offers another rich recruiting environment. Teach for America, arguably the most popular and competitive nonprofit program for graduates, develops approximately 4,000 candidates a year. These candidates, many with approximately two years of teaching experience, possess valuable skills. Teach for America alumni for years have demonstrated the ability to perform effectively at some of the top companies within corporate America. As these programs continue to flourish in the wake of the recession, companies that develop relationships with them will be a step ahead. These low-risk, high-reward relationships are valuable not only for creating positive press but also for establishing a reliable channel through which to obtain new talent.

Reaching Early

Given the trends in the marketplace, candidates are thinking about their careers earlier in their academic experience than in years past. Or-

ISTOCKPHOTO

ganizations now can start recruiting at the freshman and sophomore levels instead of waiting for potential candidates to enter their junior or senior years. Companies that provide an end-to-end view of career options, whether through networking, internships, or full-time positions, can capitalize on a captive talent pool that's hungry to lock in an opportunity early on. Targeting freshmen and sophomores also helps a company enhance its brand on campus. This is a cost-effective way to stretch the recruiting dollar and get a jump start on recruiting activities.

Tracking Turnover

With the strain of reducing costs easing for most companies, the war over talent has reached a critical juncture. As mentioned in Deloitte's 2009 report "Heading Off a Resume Tsunami," voluntary turnover is an ongoing danger for most large corporations. Waiting too long to address a spike in churn can have grave consequences that can leave a company with fewer resources and, in turn, make it even more difficult to acquire top-notch talent.

As resources realign within corporate America, the opportunity to replace turnover with recently graduated, qualified candidates has never been higher. Recruiters now have the option to tap into newer, developed pipelines to in-

As resources realign within corporate America, the opportunity to replace turnover with recently graduated, qualified candidates has never been higher. Recruiters now have the option to tap into newer, developed pipelines to infuse their companies with a wide variety of talent.

fuse their companies with a wide variety of talent. By expanding their reach, recruiters can use the inevitable turnover they soon will face to stimulate the renovation and enhancement of a more solid corporate foundation.

Resources

Heading Off a Resume Tsunami: Act Now to Avoid a Future Retention Problem or Worry About It if and When It Hits? Deloitte report, 2009

http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_consulting_HeadingOffaResumeTsunami_081109.pdf

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To be the premier search firm specializing in the placement of Actuaries and related quantitative professionals throughout the world; to be recognized for the best service, integrity and forthrightness that the firm brings to each and every business relationship; and to be willing at all times to sacrifice short-term gain for the long-term good of our clients and candidates.

Company Overview

DW Simpson serves the Actuarial profession Worldwide in all disciplines - Life, Health, Pension and Property & Casualty - and at all levels, from Entry-level through Fellowship. We work with clients on both retained and contingent searches.

DW Simpson has been specializing solely in the recruitment of Actuaries since 1989. We are the largest firm dedicated to Actuarial Recruitment and we have a working relationship with most firms that employ Actuaries. In addition, DW Simpson works with Actuaries and other Quantitative professionals in non-traditional areas such as Risk Management, Data Mining, Derivatives, Financial Engineering, Predictive Modeling, Investments and Systems.

We have a staff of over 60, who comprise 19 recruiting teams. In addition to our home office in Chicago, we have U.S. locations in Minneapolis, Milwaukee, Atlanta and Los Angeles. Internationally, we have offices in Hong Kong, London, Frankfurt, Zurich, Mumbai, Sydney and Dubai.

We provide candidates with information on career opportunities as well as general employment and compensation trends so that they can maintain up-to-date industry knowledge and weigh specific career options.

In turn, DW Simpson provides qualified candidates to our client companies. We keep in daily contact with the Actuarial community so that our clients have access to the full spectrum of candidates available for their positions, rather than having to rely solely on individuals generated through advertising responses, unsolicited resumes or networking.

Moreover, DW Simpson recruits/places senior actuaries and related-insurance quantitative individuals in the varied C-level roles, including Chief Actuary, Chief Risk Officer, Chief Financial Officer, Chief Operating Officer and Chief Executive Officer

DW Simpson believes that by being highly specialized we are able to maintain a thorough and current knowledge of the Actuarial field and other quantitative professions and thereby provide the best service to candidates and client companies alike. Our objective is to be the foremost resource for Actuarial talent globally.

Salary Survey

Visit the DW Simpson Salary Survey on our website at www.dwsimpson.com. The survey provides comprehensive salary ranges for Actuaries at all levels of their careers, i.e., by years of experience and exam achievement. These salary ranges are derived from updated conversations with candidates and the most current offers (accepted and declined) for the various levels of Actuaries.

Recruiting Teams

Listed to the right are the DW Simpson recruiting teams. All of our recruiters have substantial knowledge and experience in Actuarial recruiting and are positioned to facilitate the recruiting process with utmost efficiency. All recruiters, from senior- to junior-level, work diligently to further both candidates' and clients' goals and do so in a friendly, forthright and professional manner.

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By Jack Johnsey

How to Make Telecommuting Work for Your Company

More and more people are working from home—and they aren't just phoning in an appearance.

The words “work at home” or “telecommuting” used to evoke images of people working in front of the television wearing their pajamas. With more than 17.2 million people reporting that they work occasionally from home, this is no longer the case.

Numerous studies have revealed that work-at-home employees have higher morale and greater job satisfaction, and that they save companies money. A study by the Telework Research Network found that for each employee who works from home half of the time, a business can save \$10,000. That, along with increased productivity and reduced absenteeism, provides a significant value proposition for a company. Work-at-home employees also report less stress and improved family life—resulting in lower job turnover.

Maybe you already have employees who work at home, or maybe you just are starting to warm up to the idea. While there are widespread benefits to a telecommuting program, it also comes with its share of challenges. How can your company adjust to the new age of telecommuting? And how can you ensure success for both the employee and the business?

What's the ideal work-at-home situation?

PERSONALITY CHARACTERISTICS

When considering someone for work-at-home opportunities, ask yourself: “Is this person independent and motivated?” Some people are

A study by the Telework Research Network found that for each employee who works from home half of the time, a business can save \$10,000.

motivated by the possibility of their boss dropping by at any moment. Work-at-home employees must be dependable and trustworthy, able to monitor their productivity and motivation independently, and able to stay organized and on top of their tasks. Other noteworthy characteristics include a low need for social interaction, excellent communication

skills, and comfort with technology.

WORK HISTORY

Someone who does not perform well in the office will not perform well at home. Telecommuting is a privilege. Work-at-home employees consistently should receive above-average performance reviews. They should be knowledgeable about their job responsibilities and the industry in which they work, as well as demonstrate their ability to manage and lead projects effectively and independently.

JOB CHARACTERISTICS

Not all jobs can be accomplished at home. A position that requires a lot of concentration and independence is ideal, but one that requires a great deal of face-to-face interaction is best performed in the office. While it is essential that employees still meet all of their job responsibilities, also consider what the effect will be on the rest of the company and your clients.

Is a formal work-at-home policy necessary?

It's not enough merely to identify which employees and job functions are best for work-at-home situations. A successful work-at-home program starts with an official work-at-home

policy. Without a formal policy, your organization will be open to liabilities ranging from workplace injuries and discrimination lawsuits to possible breaches of confidential client information. This policy can be broken down into several parts:

GUIDELINES AND EXPECTATIONS

Communicate that telecommuting is a privilege that is earned, not given. With that in mind, ensure that standards of selection are uniform and that all requests go through the same evaluation procedure. Because it's imperative that the entire company culture—especially the executive management level—be supportive

of the idea, it's important to be open about telecommuting and address the concerns of both employees and management.

Before an employee begins working from home, expectations and requirements for both the employee and manager should be put in writing. Be sure to discuss short-term versus long-term objectives, as well as individual and team responsibilities. An employee who does not work in the office still contributes to team and company goals.

Standards should include hours available to managers, other employees, and clients, along with acceptable

processes for vacation and sick days. Expectations of when the manager will be available to the employee also should be put in place. Provide work-at-home employees with the same access to training, manuals, and technology as on-site employees. In addition, consider offering specific work-at-home training to the employee and his or her manager.

To guarantee that your work-at-home employees continue to grow within their positions and careers, set clear, measurable standards and guidelines for their progress. It's especially important in work-at-home situations to evaluate employees on



A successful program depends on your ability to keep your work-at-home employees feeling that they are part of the team.

their performance and output, not on where a project was completed or how long it took to complete. Be sure to communicate clearly the consequences of not meeting goals and responsibilities. As a company, it's also important to monitor the return on investment of your work-at-home employees.

COMMUNICATION

It's easy to become reliant on e-mail in the work-at-home world. Get in the habit of discussing more complicated questions over the phone, as well as utilizing chat software such as Internet messaging. For face-to-face interaction, Skype or web conferencing can be ideal. Video conference tools also are great for team meetings. Scheduling regular meetings helps ensure ongoing communication, the completion of projects, and the discussion of obstacles and challenges. Try to organize face-to-face meetings at least once a year.

TECHNOLOGY

Require that your work-at-home employees have a designated office space with a laptop or desktop computer, appropriate software, printer, office supplies, high-speed Internet, and some type of Voice over Internet Protocol software (providing a means for transmitting sound as data over the Internet). Work-at-home employees should have access to the same company software, data, and files as on-site employees. A server that can be

accessed remotely is ideal, as is access to remote technical support.

SECURITY

One of the primary concerns companies have with employees working off-site is the security of their and their clients' data. There are many things you can do to ensure that your company data remain secure and confidential. Inform and train your work-at-home employees on regulatory and compliance concerns. Set up passwords that change automatically and frequently, and require the use of a secure server and encryption software. It may be necessary to restrict or prohibit personal use on work computers. For particularly confidential information, configure a computer without print capabilities. Depending on your business, initial and periodic at-home office visits may be needed.

How can you keep your work-at-home staff engaged?

A successful program depends on your ability to keep your work-at-home employees feeling that they are part of the team. Encourage teamwork and collaboration by mixing and varying project teams. Include work-at-home employees in on-site

perks. For example, if you have an employee appreciation lunch, send work-at-home employees a gift card. Encourage employees to attend company outings and parties. If this is not cost-effective, consider giving

work-at-home employees the day off while on-site employees are enjoying an outing.

Career development also is integral to employee satisfaction. Establish mentors, and create a career-development plan with each work-at-home employee. Be sure to set dates to visit and evaluate career goals—ideally in person. Encourage employees to take advantage of local opportunities to expand their skills and knowledge. This can be in the form of continuing education classes, seminars, or conferences. Webinars and online courses are also great options.

If you still aren't convinced that a work-at-home program is right for your organization, implement a pilot program. But remember that telecommuting and flexible schedules don't work for everyone. Be flexible and open to trial and error. And most important, remember that telecommuting can not only benefit the employee—it can benefit your business.

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Damned If She Does, Damned If She Doesn't

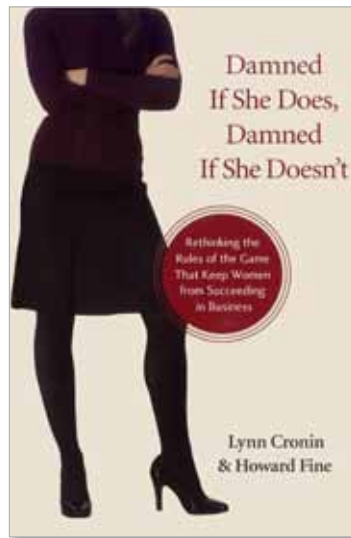
by Lynn Cronin and Howard Fine (Prometheus Books, New York, 2010)

Rethinking the Rules of the Game That Keep Women from Succeeding in Business

If you ever have wondered about the reality of the glass ceiling (past which most women in corporate America can't move without incurring a ferocious headache), you need to read this book. Lynn Cronin and Howard Fine, consulting actuaries who each boast years of high-level managerial experience, deploy their professional expertise to analyze why women have yet to achieve parity with men in the workplace.

They begin their book, appropriately enough, with a close scrutiny of available data from the Bureau of Labor Statistics (BLS) and other sources. The numbers tell a familiar story: For every dollar the median full-time working man made in 2008, the median full-time working woman made 80 cents. This is certainly better than 30 years ago, when (adjusted for inflation) women were making only 62 cents for every dollar made by a man. But the cumulative effect of the disparity over the course of a working lifetime, the authors argue, continues to impede women's progress. One BLS statistic that the authors found particularly compelling broke down the compensation data for full-time wage earners by sex and occupation.

"Remarkably, in almost every job category, the median 2008 weekly earnings of men exceeded the median weekly earnings of women, in many cases by large amounts. The full-time lawyer earned about 24 percent more



than the full-time female lawyer. The male lab technician took home roughly 26 percent more than his female counterpart. Even male elementary and middle school teachers earned about 14 percent more than female teachers at the same grade level."

When they focused on occupations associated with the business world (management and professional occupations, business and financial operations, sales representatives, and secretaries and administrative assistants), Cronin and Fine report, the differences became egregious—in some cases widening to a 40 percent gap.

"If pay is a barometer of value to the organization and women are consistently underpaid, then it is hard to avoid the conclusion that work done by women is systematically undervalued in the corporate world."

Parity Paradoxes

Cronin and Fine believe that the problems women encounter in corporate America have less to do with outright discrimination and more to do with long-standing protocols of business that inherently favor men. The following unwritten rules have the unintended consequence of creating what the authors call parity paradoxes for women:

- **Be a team player.** If a woman is a team player, she rarely receives recognition commensurate with her contribution. If a woman seeks recognition for her contribution, she is seen as not being a team player.
- **Attract mentors and advocates.** Talented women who work hard rarely attract highly regarded mentors or win influential, loyal advocates.
- **Show commitment to the job.** A woman fully dedicated to her career often is perceived as lacking a personal life. A woman with a fulfilling personal life, conversely, is dismissed as not seriously committed to her career.
- **Bond with co-workers.** A woman who tries to bond with her male peers is seldom successful and tends to alienate both men and women.
- **Recognize your role in the system.** If women accept their role, nothing changes; if they challenge it, they



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An Associate of the Society of Actuaries and member of the American Academy of Actuaries who herself has worked as an actuary at premier consulting and insurance companies, Ms. Reimer has been honored by appointments to serve as:

- SOA inaugural Advisory Board member;
- SOA Entrepreneurial Actuaries Section Council member;
- CAS Premier Platinum Partner;
- Vice President, Public Relations of ASNY

(Actuarial Society of Greater New York, the largest regional actuarial organization in existence);

- Chairperson for the highly acclaimed annual ASNY Actuarial Career Fair, the most widely attended gathering of future actuaries and hiring sponsors of its kind;
- Advisory Board member of Columbia University's MS in Actuarial Science program; and
- Advisory Board member of New York University's BS in Actuarial Science program.

Often quoted in financial and professional periodicals such as the *Wall Street Journal*, Pauline has also appeared on television business channels to share her subject matter expertise. Ms. Reimer is particularly attentive to dynamic changes in the marketplace that have created openings for actuaries interested in working on the cutting edge of their profession, whether in more traditional arenas such as insurance, reinsurance, and consulting or in newer and fast-developing areas for actuarial practice such as brokerage, financial management, risk management, investment banking, and hedge funds.

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Pryor Associates has been named one of the top-25 regional recruiting firms according to Dun & Bradstreet. The agency's growth stems from successfully identifying and attracting actuarial talent and matching candidates to each client's unique needs. Pauline remains on the forefront of the industry by attending 15–20 actuarial conferences annually.

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For more information about Pauline Reimer and Pryor Associates, including a partial list of past and present client assignments, please visit www.ppryor.com.

BOOK REVIEW continued

are stigmatized and their careers are limited.

There is nothing wrong with these rules, according to Cronin and Fine. They see them as powerful and fundamentally sound. At the same time, most men and women in corporate America believe in and support gender equity. The problem, Cronin and Fine write, lies in a corporate culture, haunted by unacknowledged biases from the past, that makes these rules difficult for women to follow.

“Originally established when the roles of men and women with respect to work, especially corporate work, were markedly separate and distinct—men were managers, women were secretaries or wives—many business protocols continue to enable behaviors that reflect that bias today.”

To counter this, the authors champion the conscious development of a new paradigm for corporate culture (which they call the “coed company”) that would sever the historical roots that create parity paradoxes. The new paradigm would require managers to view the problem of gender disparity as a work issue. And it would require them to lead by example in combating it.

Neither Cronin nor Fine believes this can happen overnight, but, citing the example of IBM (which successfully reshaped itself to better meet the competition emanating from Silicon Valley), they both believe change is possible. Having read their book, I’d like to believe it, too.

LINDA MALLON is the editor of Contingencies.

Insurance Industry Compensation

Are you getting paid what you’re worth? Take a moment to check out the following tables detailing C-suite compensation at the top U.S. life, health, and property/casualty insurers. If nothing else, this information, compiled by Claude Penland, a webmaster and actuary in Pittsburgh, should give you something to aim for as you plot your upward business trajectory.

Top 10 U.S. Life Insurers by Market Cap			
Symetra, Protective Life, Met Life, Prudential USA, Principal, Lincoln National, Genworth, Hartford Financial, Torchmark, FBL Financial			
Title	25th Percentile Compensation	Median Compensation	75th Percentile Compensation
CEO	\$4.7 Million	6.0	8.7
Chairman	4.8	7.3	10.4
President	4.9	6.0	7.2
CFO	1.5	2.1	4.2
CIO	1.2	2.5	4.1
General Counsel	1.5	2.0	2.3
SOURCE: LifeSalarySurvey.com/SEC Filings			

Top 10 U.S. Health Insurers by Market Cap			
Amerigroup, UnitedHealth, Health Net, Aetna, CIGNA, Humana, Coventry, Magellan, WellCare, WellPoint			
Title	25th Percentile Compensation	Median Compensation	75th Percentile Compensation
CEO	\$5.4 Million	6.6	12.1
Chairman	7.2	15.3	17.9
COO	2.2	2.7	3.1
President	3.6	6.5	8.9
CFO	1.8	4.0	6.9
SOURCE: HealthSalarySurvey.com/SEC Filings			

Top 10 U.S. Property/Casualty Primary Insurers by Market Cap			
CNA, Progressive, Chubb, W.R. Berkley, Allstate, AIG, ACE, Cincinnati Financial, Markel, Travelers			
Title	25th Percentile Compensation	Median Compensation	75th Percentile Compensation
CEO	\$4.3 Million	10.4	16.9
Chairman	11.3	15.9	18.8
COO	5.0	7.3	7.5
President	5.0	9.1	12.2
CFO	1.3	2.8	4.8
CIO	1.2	1.6	3.2
General Counsel	2.5	2.5	4.5
SOURCE: CasualtySalarySurvey.com/SEC Filings			

Compensation = salary, bonus, share awards, option awards, non-equity incentive plan compensation, and change in pension value.

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Southwest, USA: Insurance company in the south seeks an actuary with 7+ years of experience. FSA strongly preferred. Valuation, financial reporting and STAT/GAAP experience required. Will move very quickly. (#32724)

West, USA: Officer level opportunity with global reach for experienced marketing & product professional. Will lead and develop strategic efforts in product development and marketing of life products for multi-national carrier. FSA or marketing/product development experts needed. (#32709)

Canada, Director of Experience Monitoring: Large insurance company seeks ASA/FSA with at least five years of experience. Ideal candidate will have familiarity with Individual Life and Living Benefits insurance products as well as experience with large datasets. (#32598)

Canada, AVP of Insurance & Corporate Risk: Insurance company seeks FSA/FCIA with 7-10 years of experience. Greatest consideration will be given to candidates with experience reviewing experience studies, product pricing and interfacing with other departments such as Underwriting and Claims. (#32051)

Midwest, USA: Large consulting firm seeks a Life Insurance Actuary. ASA/FSA to support Life and Health business. (#32549)

Northeast, USA: Life insurer seeks a Manager at the ASA/FSA level. 7+ years of GAAP/STAT experience required. (#32482)

Northeast, USA: Insurance company seeks Product Development Actuary with a minimum of 7+ years of experience. FSA strongly preferred. (#32342)



Health / Health & Welfare

Southeast, USA: Well known Health insurer seeks Health actuaries at the ASA-FSA level. For this Associate Actuary level role, this company prefers a Medicare background. (#32347)

Midwest/East, USA: Consulting firm seeks experienced FSAs for Regulatory Practice to advise clients and oversee projects. Experience with Life or Health actuarial as well as risk management and financial analysis desired. (#32606) / (#32642)

Northeast, USA: Managed Care organization seeks credentialed actuary to assess overall financial solvency and make recommendations. Ability to work with different aspects of organization and perform complex models using SAS required. (#32636)

Midwest, USA: Large consulting firm seeks a Life Insurance Actuary. ASA/FSA to support Life and Health business. (#32549)

Northeast, USA: Health Insurer seeks a Director/Vice President at the ASA/FSA level. 5+ years of experience in addition to 3+ years of management experience required. Dental experience a plus. (#32675)

South, USA: Consulting firm seeks ST-FSA for challenging role in benefit consulting and provider reimbursement. 4+ years required. Strong communication skills a must. (#31785)

Northeast, USA: Seasoned FSA sought with prior health consulting experience. Understanding of health care reform required. Ability to lead others strongly preferred. (#31772)

West, USA: ST/ASA with 2+ years of experience. Prior consulting experience a plus. Solid exam passage and strong communication skills required. (#30903)



Property & Casualty

Southwest, USA: Growing writer of non-standard auto looking for experienced product manager to help with expansion into additional states. Actuarial background with predictive modeling and pricing and prior product management experience desired. (#32756)

Canada, Senior Manager - Asset Liability Management: Large insurance company seeks FCAS or FSA with five years of actuarial experience. A CFA or interest in writing CFA exams is preferred. Excellent communication skills are a must. (#31245)

West, USA: Growing insurance company seeks catastrophe modelers. Experience with AIR and/or RMS is a plus. (#32482)

Canada, Ontario: Senior Actuarial Analyst needed for Commercial Lines insurance company. 5+ years of experience required as well as experience in pricing and reserving. (#32413)

Northeast, USA: Well known insurer seeks a Senior Actuarial Analyst with prior predictive modeling experience. Programming skills with SAS/SQL desired. PhD preferred, but not required. (#32577)

Bermuda: Reinsurer seeks a senior level actuary with International P&C experience. AVP or VP level. ACAS/FCAS. (#31963)

Singapore, ERM Manager: Reinsurance Group of companies seeks 5+ years of reinsurance experience including work with ERM methodologies and reinsurance risk related issues. FIA/FCAS strongly preferred. (#31981)

Canada: Retained client seeks Director of Actuarial Services with strong leadership skills and 7+ years of experience. Can consider personal lines or commercial lines. FCAS/FCIA required. (#31159)



Pension

Northeast, USA: Large insurer seeks Retirement Analyst. 6+ years of experience with Defined Benefit plans required. Possible remote working option. (#32481)

Northeast, USA: High paced firm seeks Enrolled Actuary with ASA or FSA. Must have 5+ years of pension consulting experience. (#32211)

Northeast, USA: Large Northeast pension firm seeks Partner with EA and ASA/FSA. Must have experience working with senior leadership and sales departments. (#31721)

Midwest, USA: Large pension consulting group seeks ASA/EA with 5 - 10 years experience. M&A experience preferred, but not required. (#32667)

Southeast, USA: Pension firm seeks EA with ASA/FSA and 5+ years pension consulting experience. Experience with multiemployer plans preferred. Strong project management and technical skills required. (#31866)

West, USA: Pension consulting firm seeks an EA. 3+ years of Large DB Plan administration experience required. Strong technical skills and ability to work with other departments a must. (#31005)

Canada: Life company seeks FSA/FCAS with 10+ years of Defined Benefit Pension Plan experience. Strong project management and strategic thinking skills a must. (#32760)

West, USA: Global investment firm seeks CFA/ASA-FSA with 3+ years of experience. Solid understanding of Fixed income, bond duration/bond convexity required. (#32574)

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