

CIA Elections Rules of Procedure

Document 216005

1) Appointment of Elections Committee (ELEC)

At least 18 weeks prior to the Annual General Meeting, and typically at its September meeting, the Board formally appoints the ELEC pursuant to Bylaw 11.05. At least one Past President of the CIA Board and one past Director shall be asked to serve on the ELEC.

The Executive Director of the CIA shall serve as scrutineer during the election process—a scrutineer is a person who observes voting in an election, and/or oversees the process of tallying the ballots, in order to check that election rules are followed.

2) Duties of the ELEC

The ELEC's duties are as follows:

- a) At least 12 weeks before the Annual General Meeting from which the election is to be effective, adopt the CIA Elections Rules of Procedure, not in conflict with the Bylaws, for the conduct of the election.
- b) Identify and encourage qualified candidates to allow their names to stand for election. Methods used may include the following:
 - i) Solicit suggestions from the Board, the councils, and all committees;
 - ii) Solicit nominations through the *(e)Bulletin* and the Announcements listserver;
 - iii) Solicit names from actuarial clubs, employers, associations, government bodies, etc.;
 - iv) Obtain a list of names from the Head Office of those currently or recently in leadership positions (e.g., Board members, council members, committee/task force chairs and vice-chairs, based on guidelines established by the ELEC—see appendix A);
 - v) Identify members on its own, particularly in the event of under-representation by practice area and/or geographic location; and
 - vi) Solicit the identified members directly by individual contact.
- c) Prepare a list of candidates, pursuant to Bylaw 11.04.1, for election to the positions of President-elect, Secretary-Treasurer, and Director, as required, all of whom have agreed to stand for election and meet the requirements under section 5 – Nomination Procedures. The ELEC may modify or waive these requirements for potential candidates that the ELEC has solicited directly.

- d) Prepare one election ballot containing the list of candidates to be made available to each Voting Member at least five weeks before the Annual General Meeting from which the election is to be effective, with a requirement that, in order to be valid, it be duly completed and received before a date prescribed by the ELEC.
- e) Perform the duties of campaigning as outlined in section 7.
- f) Once the ballots are tallied, contact the candidates with the results of the election.
- g) Prepare a report to the Board following the election, which may include recommendations for improvements to the election process in the future.

3) Preparation of the Election Process

In December, the Head Office prepares a timeline for the election process. All activities are indicated on the timeline and assigned a target date. Once the ELEC is formally constituted by the Board, the ELEC reviews and approves the timeline, as well as the CIA Elections Rules of Procedure. These rules are then publicized to the membership via the *(e)Bulletin* and the Announcements listserver.

4) Recruitment of Candidates

- a) The Head Office identifies for the ELEC the practice area and geographic location (for the purposes of establishing proportional representation) of all returning Board members in order to determine the need for particular candidates.
- b) The ELEC holds a meeting to discuss a recruitment strategy that may include any of the methods outlined in section 2 above.
- c) ELEC members will make available to all potential candidates the Board position job description prepared by the Governance Committee—see appendix B.
- d) An announcement is sent to the membership highlighting the recruitment process identified in the CIA Elections Rules of Procedure, focusing, in particular, on the Nomination Procedures (section 5) for members who wish to let their name stand for election. This same information is also included in an edition of the *(e)Bulletin*.
- e) The Head Office provides administrative support, as required, in order to complete the recruitment process.
- f) The final list of candidates formally nominated for election should ideally contain about three times the number of open positions on the Board.
- g) The name of a candidate who has accepted to run for election will not be shared beyond the Elections Committee until the election is formally launched and the full slate of candidates is released. ELEC members may, however, prior to the launch, release the practice area and geographical location of candidates who have completed the nomination requirements.

5) Nomination Procedures

- a) All members who wish to let their names stand for election must submit the following to the Head Office:
 - i) Signatures or e-mail confirmation, subject to validation by the ELEC, of at least 15 Members indicating support for their candidacy;

- ii) A 500-word (maximum) position statement; and
 - iii) Requested biographical information, including a photo, past CIA volunteer service (which is verified for accuracy in the CIA database), as well as any other volunteer history the candidate may wish to share with the voters. The information and photos will be posted to the website.
- b) The Head Office confirms that the candidate is a member who is eligible for election under Bylaw 11.02, and coordinates with the candidate to obtain, translate, and submit the final documentation to the candidate for his/her review.

6) Preparation of the Election Ballot

- a) The Head Office prepares the text of the Election Ballot, which is sent to the ELEC for review and approval.
- b) The draft text is also incorporated into the electronic Election Ballot voting system and tested by the ELEC.

7) Campaigning

- a) Normally two weeks prior to the beginning of the voting period, the names and information (i.e., biography, photograph, and position statement) of all candidates are made available to the membership via the CIA Announcements listserver. This launches the campaign period during which the candidates will be prepared to answer questions from the membership, typically via an electronic discussion forum. A separate document identifying the procedures for submitting and responding to questions during the campaign will be developed by the ELEC.
- b) The ELEC will, as required to encourage and facilitate communication and debate, pose questions to the candidates via the electronic discussion forum.
- c) The ELEC will monitor the discussion during the campaign period and address any issues that may arise.
- d) For the position of President-elect, when more than one candidate agrees to let his or her name stand for election, each President-elect candidate will normally be asked to participate in a webcast during which members would be able to submit questions to the candidates. Other campaign methods for President-elect may also be considered by the ELEC, depending on the circumstances in a given year (e.g., use of video messages, etc.), and could also be expanded to the candidates for Director, if appropriate.

8) The Election

- a) On the prescribed date, the electronic voting system (online through a third-party service provider) is launched at noon (Eastern). An announcement is immediately sent out via the CIA Announcements listserver advising members that the voting is open. The electronic voting system, including the various security and confidentiality measures that are in effect, is managed by the Head Office.
- b) On the prescribed date (generally three weeks after the ballot is made available to Voting Members), the electronic voting system is disabled at precisely 3:00 p.m. (Eastern).

- c) If it appears that normal methods of communication may be interrupted, the President may, at the request of the ELEC, approve an extension of no more than two weeks to make the electronic election ballots available or to receive the completed electronic ballots.
- d) Once voting has begun, if, for any reason, the name of a candidate must be withdrawn from the ballot (e.g., illness, death), the text of the electronic ballot shall be modified to indicate that the candidate is no longer available for election and the ELEC will notify the membership via the CIA Announcements listserver. However, no change to the functionality of the voting system will be made, and the votes cast for the candidate will still be tallied.

9) Counting the Ballots

- a) The director of professional practice and volunteer services, under the supervision of the scrutineer, obtains the tally of the electronic ballots that were received prior to the close of the voting period from the service provider, along with a certification of the election results. The following process is used to determine the successful candidates and is built in to the online voting system:
 - i) For the position of President-elect, the number of first-place votes received by each candidate is tabulated. In a situation where there are three candidates, if one candidate does not receive over 50 percent of the first-place votes, the ballots belonging to the third-place candidate are redistributed to the candidate who received a second-place vote on the third-place candidate's ballots. Since only two candidates would remain, one would obtain over 50 percent of the votes and thus be declared the winner. If more than three candidates were on the ballot, this same system would be applied, eliminating the candidate with the lowest number of votes each round, until a candidate receives a majority. In case of a tie between the remaining two candidates, the candidate with the most first-place votes would be declared the winner. If there is still a tie, the ELEC and the Head Office will endeavour to work with the two candidates to determine whether one is willing to concede. Failing that, lots will be drawn to determine the winner. The process followed and the results will be disclosed to the members;
 - ii) This same system applies for the position of Secretary-Treasurer, if necessary;
 - iii) For the position of Director, if four directors are required to fill four vacancies on the Board, the four candidates who obtained the highest number of votes would be elected. If five are required, the top five would be elected, etc.;
 - iv) In the case of a tie between two or more candidates for Director, the candidate in a geographic or practice area that was under-represented on the Board would be selected by the ELEC. If neither candidate involved in the tie would assist in reaching proportional representation in either category or if *both* candidates would assist in reaching proportional representation in either category, the ELEC and the Head Office will endeavour to work with the two candidates to determine whether one is willing to concede. Failing that, lots will be drawn to determine the winner. The process followed and the results will be disclosed to the members;

- v) Pursuant to Bylaw 11.13, if any Director whose term of office has not expired is elected an Officer, the Elections Committee will fill this additional vacancy created among the Directors (for the remainder of the unexpired term), with the candidate having the next highest number of votes from among the candidates for Directors; and
 - vi) In a case where the results for two candidates are within 10 votes or two percent of the total ballots submitted, whichever is smaller, a review of the ballots in question (tallied electronically) will be done.
- b) A summary of the results of the voting is prepared by the director of professional practice and volunteer services. This report is reviewed by the Executive Director (scrutineer) and submitted to the ELEC.

10) Final Steps

- a) The chair of the ELEC will normally contact all of the successful and unsuccessful President-elect candidates, prior to an official announcement being published. At the individual's request, each candidate will be informed of the following:
 - i) His/her rank;
 - ii) The number of first-choice (i.e., before redistribution) votes he/she received;
 - iii) The number of first-choice (i.e., before redistribution) votes received by the successful candidate; and
 - iv) The total number of ballots received in the election.
- b) The other ELEC members will normally share the responsibility of contacting the Secretary-Treasurer and Director candidates prior to an official announcement being published. At the individual's request, each candidate will be informed of the following:
 - i) His/her rank;
 - ii) The number of votes he/she received;
 - iii) The number of votes received by the lowest-ranking successful candidate (normally the fourth-place finisher); and
 - iv) The total number of ballots received in the election.
- c) Once the candidates have been notified, the Head Office will publish on the CIA Announcements listserver and website the list of successful candidates. No numerical information on the Election Ballot results will be provided to the membership at large.
- d) The new Board members will be invited by the President, through the Head Office, to attend the June Board Meeting and Annual General Meeting.
- e) The chair of the ELEC will prepare, on behalf of the committee, a report to the Board identifying the activities of the ELEC during the year's election process, as well as any recommendations the committee may have regarding changes to the process in future years.
- f) The Head Office will maintain the election records, in accordance with its Privacy Policy, until the following year's election is completed.

Appendix A

The guidelines used to establish the initial list of potential candidates are as follows:

For President-elect and/or Secretary-Treasurer:

- Fellows who are, or have been in the last 10 years, Officers of the Board or chairs of a council (under the current structure); or
- Fellows who are, or have been in the last 10 years, Directors of the Board; or
- Fellows who have received a Gold CIA Volunteer Award; while
- Excluding those not eligible for election under Bylaw 11.02.

For Director:

- Fellows who are, or have been in the last 10 years, members of a council (under the current structure); or
- Fellows who are, or have been in the last five years, chairs or vice-chairs of a CIA committee or task force, or authors of a CIA paper; or
- Fellows who have received a Bronze or Silver CIA Volunteer Award; while
- Excluding those not eligible for election under Bylaw 11.02.

Appendix B
CIA Officers' Job Descriptions

Position Titles

President-elect, President, Immediate Past President, and Secretary-Treasurer.

Position Summary

In partnership with the Executive Director, the President-elect, President, Immediate Past President, and Secretary-Treasurer are individually and collectively responsible for shaping and leading the organization and the actuarial profession through implementation of the CIA Strategic Plan, ensuring that the Board agenda addresses appropriate priorities, and that the Board performs its fiduciary, strategic, and policy-related responsibilities.

Title	Term	Primary Focus
President-elect	One year	<ul style="list-style-type: none"> • Learning, preparing, and participating; • Building strong relationships with CIA staff, the Board, and other actuarial bodies; and • Member relations (actuarial clubs, etc.), the North American Actuarial Council, and other domestic/international relations.
President	One year	<ul style="list-style-type: none"> • Chair of the Board of Directors; and • Member relations (actuarial clubs, etc.), the North American Actuarial Council, and other domestic/international relations.
Immediate Past President	One year	<ul style="list-style-type: none"> • Member relations (actuarial clubs, etc.), the North American Actuarial Council, and other domestic/international relations; and • Member ex officio (with vote) of the Committee on Professional Conduct, or CPC (Board liaison to the CPC).
Secretary-Treasurer	Two years (with option to run for a second consecutive term)	<ul style="list-style-type: none"> • Oversees the development of the annual CIA budget; • Monitors financial activity; • Chair of the Human Resources, Finance, and Audit Committee (HRFA); and • Liaison between the HRFA and the Risk Committee.

Internal Relationships

Work with the CIA Executive Director and other staff as necessary to fulfil responsibilities described below. Lead other volunteers, and communicate direction and decisions to CIA members. Mentor future leaders.

External Relationships

Champion the CIA and the actuarial profession to all constituents and the public. Encourage cooperation among all International Actuarial Association members and North American Actuarial Council organizations (presidential roles).

Same Responsibilities as All Board Members *(see Director job description below)*

- Prepare and participate;
- Set direction;
- Ensure resources;
- Provide oversight;
- Personal management; and
- Adhere to the [CIA Code of Conduct for Members of the Board](#).

Additional Responsibilities

- Fulfil Officers Team responsibilities, which include a conference call every three weeks and paying attention to time-sensitive materials;
- Effectively chair Board meetings (typically President only), which includes preparation time for conference calls and/or meetings;
- Anticipate and address matters that might impede the productivity of the Board;
- Lead the Board by modelling appropriate behavior and guiding others;
- Work with others and respect different opinions; and
- Present the audited financial statement at the Annual Meeting (Secretary-Treasurer).

Meeting Requirements and Other Related Commitments

A list of duties pertaining to the position is available on request.

Financial Support

- [Policy Regarding CIA Continuing Professional Development Events](#); and
- [CIA Travel Policy for Volunteers and Staff](#).

Qualifications

- Fellow and active member of the CIA;
- Demonstrated commitment to the CIA via leadership participation on the Board, councils, or committees in the previous five years; and
- Exhibits appropriate professional behavior as a representative of the CIA.

Recommended Skill Sets

People Management

- Proven tact and sensitivity;
- Ability to build a consensus;
- Leadership skills, including ability to respect the historical perspective, credibly assess the current environment, and set and communicate an inspirational future direction that engages and motivates positive changes in the organization;
- Performance management skills, including goal setting, feedback, evaluating, and rewarding; an ability to delegate, uphold accountability, and maintain focus on supporting the Strategic Plan;
- Recruiting/team-building skills—ability to identify and recruit talent, and organize teams with the correct balance of talents;
- Training and development skills—ability to identify and correct skill gaps;
- Building a culture that fosters creativity, open dialogue, and thoughtful risk taking; and
- Ability to work with volunteers.

Business Management

- Effectiveness in chairing executive-level meetings;
- Structuring effective organizations and processes;
- Change management, including ability to recognize paradigm shifts;
- Knowledge of leading a non-profit organization;
- Project management skills;
- Decision-making skills;
- Strategic planning/thinking skills;
- Marketing skills; and
- Experience with financial statements for not-for-profit organizations.

Personal

- Extensive contacts throughout the actuarial profession and other organizations;
- Networking skills/organizational savvy—ability to build/leverage a network of relationships and resources;
- Respectful of others;
- Effective time management; and
- Organizational skills.

Communication

- Presentation/oral skills;
- Listening skills; and
- Writing skills.

Interpersonal

- Influence/persuasion skills;
- Negotiation skills; and
- Conflict resolution skills, including facilitating diplomatic solutions.

CIA Director Job Description

Position Title

Director.

Position Summary

Responsible in partnership with the other Board members and staff for helping to shape and lead the organization and the actuarial profession through implementation of the CIA Strategic Plan and by performing fiduciary, strategic, and policy responsibilities.

Term

Three years.

Internal Relationships

Get to know other Board members and key staff. Optimize staff expertise. Communicate questions and concerns to the appropriate volunteer and staff leaders. Encourage other actuaries to get involved in volunteering at the CIA.

External Relationships

Champion the CIA and the actuarial profession to all constituents and the public. Promote cooperation among all International Actuarial Association members and North American Actuarial Council member organizations.

Responsibilities

Prepare and Participate

- Understand and apply the provisions of the CIA Bylaws and other policies;
- Prepare for, attend, and actively participate in all Board meetings—constructive participation requires consensus building;
- Implement Board decisions in an effective and timely manner; and
- Serve on committees or task forces as assigned.

Set Direction

- Establish the vision, mission, and strategies of the CIA;
- Establish, review, and modify governance policies of the CIA;
- Monitor performance of the CIA relative to established plans, goals, and budgets;
- Delegate authority for organizational management; and
- Articulate, safeguard, model, and promote organizational values, including the [CIA Code of Conduct for Members of the Board](#).

Ensure Resources

Consider issues of capacity (financial and human resources), core capability, and strategic position when making decisions.

Provide Oversight

- Establish financial policies and ensure accountability;
- Ensure compliance with applicable laws and ethical standards;
- Monitor organizational performance;
- Approve CIA membership requirements;
- Authorize the appointment of committees as necessary for the conduct of the affairs of the CIA, including the appointment of joint committees with one or more other organizations;
- Receive an annual audit of the CIA by an independent auditor;
- Approve an annual budget and operating plan for the CIA, including a schedule of member dues and fees;
- Through the Human Resources, Finance, and Audit (HFRA) Committee, invest and administer the funds and establish appropriate financial controls for the investment and administration of such funds;
- Amend the Bylaws as needed; and
- Review, approve, amend, or rescind the actions of any council or committee.

Personal Management

- Avoid any decisions, actions, or associations that are or could appear to be conflicts of interest; and
- Maintain awareness of emerging issues that could impact the profession.

Additional Responsibilities

- Extra responsibilities due to periodic or unexpected organizational items, i.e., strategic planning; and
- Adhere to the Code of Conduct.

Meeting Requirements

- Four Board meetings per year (meetings are one day in length, plus approximately half a day to read meeting material): September, November, March, and June (held in conjunction with the CIA Annual Meeting);
- Conference calls if needed; and
- Orientation meeting: half a day in September prior to the CIA Board Meeting.

Financial Support

[CIA Travel Policy for Volunteers and Staff.](#)

Qualifications

- Fellow and active member of the CIA.

Preference

A demonstrated commitment to the CIA via leadership participation on the Board, councils, and/or committees in the previous five years.

Recommended Skill Sets

People Management

- Leadership skills, including ability to respect the historical perspective, credibly assess the current environment, and set and communicate an inspirational future direction that engages and motivates positive changes in the organization;
- Performance management skills, including goal setting, feedback, evaluating, and rewarding; an ability to delegate, uphold accountability, and maintain focus on supporting the Strategic Plan;
- Recruiting/team-building skills—ability to identify and recruit talent, and organize teams with the correct balance of talents;
- Training and development skills—ability to identify and correct skill gaps;
- Building a culture that fosters creativity, open dialogue, and thoughtful risk-taking; and
- Ability to work with volunteers.

Business Management

- Structuring effective organizations and processes;
- Change management, including ability to recognize paradigm shifts;
- Participating in executive-level meetings;
- Leading non-profit organizations;
- Project management skills;
- Decision-making skills;
- Strategic planning/thinking skills; and
- Marketing skills.

Personal

- Networking skills/organizational savvy—ability to build/leverage a network of relationships and resources;
- Effective time management; and
- Organizational skills.

Communication

- Presentation/oral skills;
- Listening skills; and
- Writing skills.

Interpersonal

- Influence/persuasion skills;
- Negotiation skills; and
- Conflict resolution skills, including facilitating diplomatic solutions.