

2016 Fraternal Compensation and Benefits Survey

Asset Class D

Q3. What asset class is your organization in?

Answer Choices	Responses	
A - More than \$2 Billion	0.00%	0
B - \$400 Million - \$2 Billion	0.00%	0
C - \$150 Million - \$400 Million	0.00%	0
D - \$50 Million - \$150 Million	100.00%	11
E - Less than \$50 Million	0.00%	0
Answered		11
Skipped		0

Q4. Is your organization located in an urban area, suburban area, small town, or rural area?

Answer Choices	Responses	
Urban	54.55%	6
Suburban	45.45%	5
Small Town	0.00%	0
Rural	0.00%	0
Answered		11
Skipped		0

Q5. What was the total number of Full-Time Equivalent (FTEs) at year end 2016?

Answer Choices	Responses	
Less than 5	9.09%	1
5 - 15	81.82%	9
16 - 50	9.09%	1
51 - 150	0.00%	0
Greater than 150	0.00%	0
Answered		11
Skipped		0

Q6. What was the total number of Captive or Career Sales Employees/FTE's at year end 2016? (Please include all FTEs who are licensed to sell your products and whose primary responsibility is sales. A Captive or Career Sales employee is a person who works exclusively for one insurance carrier and is obliged to give business only to that company.)

Answer Choices	Responses	
Less than 5	63.64%	7
5 - 20	9.09%	1
21 - 100	0.00%	0
101 - 250	0.00%	0
Greater than 250	0.00%	0
Zero - Society uses other methods of distribution.	27.27%	3
	Answered	11
	Skipped	0

Q7. What was the voluntary employee turnover rate for 2016? This is calculated as the number of employees who left the company in 2016 divided by the total number of employees. (Include retirement for voluntary turnover. Do NOT include sales employees.)

Answer Choices	Responses	
No Turnover	54.55%	6
1 - 5 %	9.09%	1
6 - 10 %	27.27%	3
11 - 20 %	9.09%	1
Greater than 20%	0.00%	0
	Answered	11
	Skipped	0

Q8. What was the involuntary employee turnover rate for 2016? This is calculated as the number of employees who left the company in 2016 divided by the total number of employees. (Include reductions in force for involuntary turnover. Do NOT include sales employees.)

Answer Choices	Responses	
No Turnover	72.73%	8
1 - 5 %	9.09%	1
6 - 10 %	18.18%	2
11 - 20 %	0.00%	0
Greater than 20%	0.00%	0
	Answered	11
	Skipped	0

Q9. Do you have a formal salary structure for the following? (Formal is defined as written and applied pay ranges.) If yes, please select all that apply. If no, please do not select.

Answer Choices	Responses	
Executive	75.00%	3
Exempt	25.00%	1
Non-Exempt	50.00%	2
Answered		4
Skipped		7

Q10. What is the cost of living (COLA) or Across the Board (ATB) percentage increase paid in 2016 from 2015? (If your organization did not offer either COLA or ATB increase, please leave question blank.)

Answer Choices	Average		Responses	
	Number	Total Number		
Executive	5	34	87.50%	7
Exempt	2	14	75.00%	6
Non-exempt	2.5	15	75.00%	6
Answered				8
Skipped				3

Q11. Does your organization currently have a merit program?

Answer Choices	Responses	
Yes	9.09%	1
No	90.91%	10
Answered		11
Skipped		0

Q12. If yes to question 11: Please explain what each merit program is based on by category.

Answer Choices	Responses	
Executive	100.00%	1
Exempt	100.00%	1
Non-Exempt	100.00%	1
Answered		1
Skipped		10

Q13. Executive compensation levels are set by which of the following?

Answer Choices	Responses	
Convention	27.27%	3
Board	81.82%	9
Other	0.00%	0
Answered		11
Skipped		0

Q14. Does your organization offer an annual bonus/short-term incentive plan for the following? If yes, please select all that apply.

Answer Choices	Responses	
	Percentage	Count
Executive	100.00%	3
Exempt	66.67%	2
Non-Exempt	66.67%	2
Answered		3
Skipped		8

Q15. If you offer an annual bonus/short-term incentive plan, what is the average dollar amount?

Answer Choices	Average	Total Number	Responses	
	Number		Percentage	Count
Executive	34950	69900	100.00%	2
Exempt	6250	12500	100.00%	2
Non-Exempt	3400	6800	100.00%	2
Answered				2
Skipped				9

Q16. If you offer an annual bonus/short-term incentive plan, what is the average percent of base salary? (Leave blank if there is no correlation of bonus/short-term incentive plan to base salary.)

Answer Choices	Average	Total Number	Responses	
	Number		Percentage	Count
Executive	11	22	100.00%	2
Exempt	11	22	100.00%	2
Non-Exempt	11	22	100.00%	2
Answered				2
Skipped				9

Q17. If you pay cash bonuses for attaining any of the following certifications, please provide the dollar amount of base salary paid. If you do not pay cash bonuses for attaining certifications for any of the following, please leave section blank.

Answer Choices	Average		Responses	
	Number	Total Number		
Chartered Life Underwriter (CLU)	0	0	0.00%	0
Fellow in the Life Management Institute (FLMI)	1000	1000	100.00%	1
Associate in the Society of Actuaries (ASA)	0	0	0.00%	0
Chartered Financial Consultant (ChFC)	0	0	0.00%	0
Certified Senior Advisor (CSA)	0	0	0.00%	0
Certified Financial Planner (CFP)	0	0	0.00%	0
Fraternal Insurance Counselor (FIC)	0	0	0.00%	0
Other	500	500	100.00%	1
			Answered	1
			Skipped	10

Q18. Which types of health-related insurance plans are available to your full-time, active employees? (If none are available, leave blank.)

Answer Choices	Responses	
PPO Plan	36.36%	4
HMO Plan	45.45%	5
POS Plan	27.27%	3
High Deductible Health Plan (HDHP) with HAS or HRA	9.09%	1
Other	9.09%	1
		Answered
		11
		Skipped
		0

Q19. Is your organization's health-related plan provided through a Private Health Insurance Exchange? (Private Exchanges are marketplaces of health insurance and other related products. Employers purchase health insurance through the private exchange, and then their employees can choose a health plan from those supplied.)

Answer Choices	Responses	
Yes	27.27%	3
No	72.73%	8
Don't know	0.00%	0
		Answered
		11
		Skipped
		0

Q20. If yes to question 19: Do employees choose from among available plans or are they given a defined contribution (a set amount of money) that they can allocate among the different benefits?

Answer Choices	Responses	
Choose from among available plans	100.00%	3
Given a defined contribution to allocate	0.00%	0
Don't know	0.00%	0
	Answered	3
	Skipped	8

Q21. If no to questions 19: Does your organization plan to use a Private Health Insurance Exchange in 2017?

Answer Choices	Responses	
Yes	11.11%	1
No	77.78%	7
Considering	11.11%	1
Don't know	0.00%	0
	Answered	9
	Skipped	2

Q22. What was the cost of all medical coverage provided by your company for 2016? This includes claims, administration costs, and premiums. Do NOT include employer contribution. (Leave blank if not applicable; if applicable round to nearest whole dollar.)

Answer Choices	Average Number	Total Number	Responses	
\$	79027	474162	100.00%	6
			Answered	6

Q23. What types of retirement programs are offered by your organization? (Select all that apply.)

Answer Choices	Responses	
401(k)/Defined Contribution	50.00%	5
403(b)	0.00%	0
Profit-Sharing Plan	0.00%	0
Defined Pension Plan	50.00%	5
Please describe how your retirement program is funded.		6
	Answered	10
	Skipped	1

Q24. Based on the prior question, what are the eligibility requirements for the following retirement programs? (Mark NA for any rows that are not applicable.)

	Length of			
	Immediate	Service	Hours Worked	Other
401(k)/Defined Contribution	2	2	0	1
403(b)	0	0	0	0
Profit-Sharing Plan	0	0	0	0
Defined Pension Plan	1	2	2	0
If sales force has different eligibility than home office associates, please list below in comment section.				

	NA	Total		
401(k)/Defined Contribution (cont.)	2	7		
403(b)(cont.)	5	5		
Profit-Sharing Plan (cont.)	5	5		
Defined Pension Plan (cont.)	3	8		
If sales force has different eligibility than home office associates, please list below in comment section. (cont.)				
			Answered	10
			Skipped	1

Q25. What other benefits are offered by your organization? (Select all that apply.)

Answer Choices	Responses	
Dental	90.91%	10
Vision	63.64%	7
Short-term Disability	54.55%	6
Long-term Disability	54.55%	6
Life Insurance	90.91%	10
Retiree Benefits	18.18%	2
Domestic Partnership Benefits	9.09%	1
Paid Time Off	72.73%	8
Flexible Spending Accounts	18.18%	2
Child Care Programs	0.00%	0
Adoption Assistance	0.00%	0
Maternity Leave	63.64%	7
Flexible Hours	45.45%	5
Employee Assistance Programs	9.09%	1
Health and Wellness Promotion Programs	27.27%	3
Tuition Reimbursement	36.36%	4
Loan Plans	0.00%	0
Investment Advice	0.00%	0
Employee Transportation/Parking Provisions	0.00%	0
Legal Services	0.00%	0
Long-term Care	0.00%	0
Paternity Leave	9.09%	1
HSA Employer Contribution	18.18%	2
Identity Theft Protection	0.00%	0
Other (please specify)	9.09%	1
	Answered	11
	Skipped	0

Respondents	Response Date	Other (please specify)
1	Jun 12 2018 11:53 AM	drug, seni-private hospital, paramedical

Q26. If your organization does offer the PTO benefit, what is the average number of PTO days given per length of service?

Answer Choices	Average Number	Total Number	Responses	
1 - 4 years	14	84	100.00%	6
5 - 9 years	18	108	100.00%	6
10 - 14 years	24	142	100.00%	6
15 -19 years	25	150	100.00%	6
20+ years	27	164	100.00%	6
			Answered	6
			Skipped	5

Q27. If your organization does not offer the PTO benefit, what is the average number of vacation days given per length of service?

Answer Choices	Average Number	Total Number	Responses	
1 - 4 years	10.6	53	100.00%	5
5 - 9 years	13.6	68	100.00%	5
10 - 14 years	17.4	87	100.00%	5
15 -19 years	22	110	100.00%	5
20+ years	24	120	100.00%	5
			Answered	5
			Skipped	6

Q28. If your organization does not offer the PTO benefit, what is the average number of sick days given per employee?

Answered 4
Skipped 7

Q29. How many board members do you have?

Answer Choices	Average Number	Total Number	Responses	
# of board members:	9.3	93	100.00%	10
			Answered	10
			Skipped	1

Q30. What is the average annual retainer for board members? (Do not include reimbursement of travel expenses.)

Answer Choices	Responses	
Less than \$1,000	0.00%	0
\$1,000 - \$4,000	27.27%	3
\$4,001 - \$7,000	9.09%	1
\$7,001 - \$10,000	27.27%	3
\$10,001 - \$15,000	9.09%	1
\$15,001 - \$20,000	18.18%	2
\$20,001 - \$25,000	0.00%	0
\$25,001 - \$30,000	0.00%	0
\$30,001 - \$35,000	0.00%	0
\$35,001 - \$40,000	0.00%	0
\$40,001 - \$45,000	0.00%	0
\$45,001 - \$50,000	0.00%	0
Greater than \$50,000	0.00%	0
Not Applicable	9.09%	1
	Answered	11
	Skipped	0

Q31. What is the base salary for Chief Executive Officer/President?

Answer Choices	Average Number	Total Number	Responses	
\$	133662	1470282	100.00%	11
			Answered	11
			Skipped	0

Q32. What is the bonus paid for Chief Executive Officer/President?

Answer Choices	Average Number	Total Number	Responses	
\$	1607	11250	100.00%	7
			Answered	7
			Skipped	4

Q33. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 2
Skipped 9

Respondents	Response Date	Responses
1	Feb 13 2017 10:51 AM	Determined Annually by BOD
2	Jan 20 2017 05:27 PM	We don't technically use the terminology as CEO, however over time I believe it should be used.

Q34. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00% 5
	Answered 5
	Skipped 6

Q35. What is the base salary for Chief Operations Officer?

Answer Choices	Average Number	Total Number	Responses
\$	112898	677390	100.00% 6
			Answered 6
			Skipped 5

Q36. What is the bonus paid for Chief Operations Officer?

Answer Choices	Average Number	Total Number	Responses
\$	800	4000	100.00% 5
			Answered 5
			Skipped 6

Q37. What is the base salary for an entry level Operations/Administrative position?

Answer Choices	Average Number	Total Number	Responses
\$	35024	175120	100.00%
			5
			Answered
			Skipped
			5
			6

Q38. Please include any comments/details below if the roles listed above do not fit properly within your society.

Answered 2
Skipped 9

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	Referenced COO position is our Corporate Secretary.
2	Feb 27 2017 03:38 PM	VP Insurance Services - 2nd in command is the only job duty listed in this job description

Q39. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00%
	8
	Answered
	Skipped
	8
	3

Q40. What is the base salary for Chief Financial Officer?

Answer Choices	Average Number	Total Number	Responses
\$	103833	311500	100.00%
			3
			Answered
			Skipped
			3
			8

Q41. What is the bonus paid for Chief Financial Officer?

Answer Choices	Average Number	Total Number	Responses	
\$	1333	4000	100.00%	3
			Answered	3
			Skipped	8

Q42. What is the base salary for an entry level Finance Department position?

Answer Choices	Average Number	Total Number	Responses	
\$	43333	130000	100.00%	3
			Answered	3
			Skipped	8

Q43. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 4
Skipped 7

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	We have newly created Controller/VP Finance position beginning 3/1/2017 to oversee Accounting / Finance dept.
2	Feb 06 2017 01:25 PM	These duties are performed by the CEO & the COO.
3	Jan 20 2017 05:27 PM	We don't use the terminology however the # 2 executive is a long time employee who is extremely valuable.
4	Jan 19 2017 03:13 PM	CFO is also the COO. Position is labeled as Office Manager. Currently is held by the Treasurer of the organization.

Q44. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	6
	Answered	6
	Skipped	5

Q45. What is the base salary for Vice President of Fraternal?

Answer Choices	Average Number	Total Number	Responses	
\$	68174	272696	100.00%	4
			Answered	4
			Skipped	7

Q46. What is the bonus paid for Vice President of Fraternal?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	100.00%	2
			Answered	2
			Skipped	9

Q47. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 1
Skipped 10

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	These duties are performed by the COO.

Q48. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	9
	Answered	9
	Skipped	2

Q49. What is the base salary for Vice President of HR?

Answer Choices	Average Number	Total Number	Responses	
\$	52819.5	105639	100.00%	2
			Answered	2
			Skipped	9

Q50. What is the bonus paid for Vice President of HR?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	100.00%	2
			Answered	2
			Skipped	9

Q51. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 2
Skipped 9

Respondents	Response Date	Responses
1	Feb 27 2017 03:38 PM	title is not VP
2	Feb 06 2017 01:25 PM	These duties are performed by the COO.

Q52. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	8
	Answered	8
	Skipped	3

Q53. What is the base salary for Vice President of Information/Technology?

Answer Choices	Average Number	Total Number	Responses	
\$	100047	300141	100.00%	3
			Answered	3
			Skipped	8

Q54. What is the bonus paid for Vice President of Information/Technology?

Answer Choices	Average Number	Total Number	Responses	
\$	7508	22523	100.00%	3
			Answered	3
			Skipped	8

Q55. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 2
Skipped 9

Respondents	Response Date	Responses
1	Jun 12 2018 11:56 AM	The duties are a close match, however this is a management not a VP position. (Dir. I.T.) I included it because there is no one else higher than this doling this role. Role reports directly to the CEO.
2	Mar 06 2017 12:43 PM	Referred as IT Manager and was paid \$54,500 with no bonus.

Q56. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	10
	Answered	10
	Skipped	1

Q57. What is the base salary for Vice President of Marketing/Communications?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	0.00%	0
			Answered	0
			Skipped	11

Q58. What is the bonus paid for Vice President of Marketing/Communications?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	0.00%	0
			Answered	0
			Skipped	11

Q59. What is the base salary for an entry level Marketing/Communications position?

Answer Choices	Average Number	Total Number	Responses	
\$	39850	79700	100.00%	2
			Answered	2
			Skipped	9

Q60. Please include any comments/details below if the roles listed above do not fit properly within your society.

Answered	1
Skipped	10

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	These duties are performed by the COO.

Q61. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	4
	Answered	4
	Skipped	7

Q62. What is the base salary for Vice President of Sales/Field Management?

Answer Choices	Average Number	Total Number	Responses	
\$	67181	470269	100.00%	7
			Answered	7
			Skipped	4

Q63. What is the bonus paid for Vice President of Sales/Field Management?

Answer Choices	Average Number	Total Number	Responses	
\$	26250	105000	100.00%	4
			Answered	4
			Skipped	7

Q64. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 4
Skipped 7

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	Referred as Director of Field Operations. Base plus commission.
2	Feb 22 2017 10:55 AM	The "bonus" paid to the VP sales is based on production and is .25% of sales. this number varies each year.
3	Feb 06 2017 01:25 PM	Our company does not have a sales force.
4	Jan 20 2017 05:27 PM	I'm in the process of changing our Sales Division format. This would no longer be applicable based on the changing structure.

Q65. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	4
	Answered	4
	Skipped	7

Q66. What is the base salary for Chief Underwriter?

Answer Choices	Average Number	Total Number	Responses	
\$	62404	436825	100.00%	7
			Answered	7
			Skipped	4

Q67. What is the bonus paid for Chief Underwriter?

Answer Choices	Average Number	Total Number	Responses	
\$	3234.4	16172	100.00%	5
			Answered	5
			Skipped	6

Q68. What is the base salary for an entry level Underwriter position?

Answer Choices	Average Number	Total Number	Responses	
\$	46250	92500	100.00%	2
			Answered	2
			Skipped	9

Q69. Please include any comments/details below if the roles listed above do not fit properly within your society.

Answered 3
 Skipped 8

Respondents	Response Date	Responses
1	Jun 12 2018 11:56 AM	An entry level role could be anywhere between \$40 - 45k depending upon experience.
2	Feb 06 2017 01:25 PM	This role is performed by an Administrative Assistant who has been trained in underwriting.
3	Jan 19 2017 03:13 PM	Outsourced

Q70. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	10
	Answered	10
	Skipped	1

Q71. What is the base salary for Fraternal Benefits Manager?

Answer Choices	Average Number	Total Number	Responses	
\$	56500	56500	100.00%	1
			Answered	1
			Skipped	10

Q72. What is the bonus paid for Fraternal Benefits Manager?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	100.00%	1
				Answered
				1
				Skipped
				10

Q73. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered	2
Skipped	9

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	Referred as Director of Fraternal Services.
2	Feb 06 2017 01:25 PM	These duties are performed by the COO.

Q74. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00% 10
Answered	
10	
Skipped	
1	

Q75. What is the base salary for Medical Director?

Answer Choices	Average Number	Total Number	Responses	
\$	15000	15000	100.00%	1
				Answered
				1
				Skipped
				10

Q76. What is the bonus paid for Medical Director?

Answer Choices	Average Number	Total Number	Responses
\$	0	0	0.00% 0
			Answered 0
			Skipped 11

Q77. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered	3
Skipped	8

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	We do not have a high enough level of production to warrant such a position.
2	Jan 20 2017 05:27 PM	Retainer position
3	Jan 19 2017 03:13 PM	Outsourced

Q78. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00% 7
	Answered 7
	Skipped 4

Q79. What is the base salary for Magazine Editor?

Answer Choices	Average Number	Total Number	Responses
\$	37550	150200	100.00% 4
			Answered 4
			Skipped 7

Q80. What is the bonus paid for Magazine Editor?

Answer Choices	Average Number	Total Number	Responses
\$	0	0	100.00%
			1
			Answered
			1
			Skipped
			10

Q81. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered **1**
 Skipped **10**

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	An independent contractor is utilized for this position.

Q82. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00%
	4
	Answered
	4
	Skipped
	7

Q83. What is the base salary for Head of Accounting/Controller?

Answer Choices	Average Number	Total Number	Responses
\$	85449	598145	100.00%
			7
			Answered
			7
			Skipped
			4

Q84. What is the bonus paid for Head of Accounting/Controller?

Answer Choices	Average Number	Total Number	Responses	
\$	5590.8	27954	100.00%	5
			Answered	5
			Skipped	6

Q85. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered	3
Skipped	8

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	We have newly created Controller/VP Finance position beginning 3/1/2017 to oversee Accounting / Finance dept.
2	Feb 27 2017 03:38 PM	VP Accounting
3	Jan 19 2017 03:13 PM	Handled by Treasurer/Office Manager

Q86. If not applicable to your society, please select "NA" below.

Answer Choices	Responses	
NA	100.00%	5
	Answered	5
	Skipped	6

Q87. What is the base salary for Top Customer Service/Claims Representative?

Answer Choices	Average Number	Total Number	Responses	
\$	51178.5	307071	100.00%	6
			Answered	6
			Skipped	5

Q88. What is the bonus paid for Top Customer Service/Claims Representative?

Answer Choices	Average Number	Total Number	Responses		
\$	1540	6160	100.00%	4	
				Answered	4
				Skipped	7

Q89. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered	1
Skipped	10

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	These duties are performed by the COO.

Q90. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00% 8
Answered	
8	
Skipped	
3	

Q91. What is the base salary for General Council?

Answer Choices	Average Number	Total Number	Responses		
\$	23667	71000	100.00%	3	
				Answered	3
				Skipped	8

Q92. What is the bonus paid for General Council?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	100.00%	2
				Answered
				2
				Skipped
				9

Q93. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 4
Skipped 7

Respondents	Response Date	Responses
1	Mar 06 2017 12:43 PM	Retainer agreement
2	Feb 06 2017 01:25 PM	We do not have an employee position for this role. We use an independent contractor.
3	Jan 20 2017 05:27 PM	2 Individuals combine for \$100000
4	Jan 19 2017 03:13 PM	Outsourced

Q94. If not applicable to your society, please select "NA" below.

Answer Choices	Responses
NA	100.00% 10
Answered	
10	
Skipped	
1	

Q95. What is the base salary for Top Actuary?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	0.00%	0
				Answered
				0
				Skipped
				11

Q96. What is the bonus paid for Top Actuary?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	0.00%	0
				Answered
				0
				Skipped
				11

Q97. Please include any comments/details below if the role listed above does not fit properly within your society.

Answered 3
Skipped 8

Respondents	Response Date	Responses
1	Feb 06 2017 01:25 PM	Our actuary is not an employee. We use an independent contractor for this position.
2	Jan 20 2017 05:27 PM	We have an outside vendor
3	Jan 19 2017 03:13 PM	Outsourced

Q98. Check off if your society CURRENTLY outsources these functions. Only check off the box if most of the work in this area is performed by outside vendors and managed by staff. Do NOT check the box if less than half the work in this category is outsourced.

Answer Choices	Responses	
Asset management	63.64%	7
Strategic planning at board level	0.00%	0
IT – Equipment and business software: assessments, monitoring, replacing of servers, laptops, etc.	63.64%	7
IT – Administration services of policies	9.09%	1
HR – Legal Issues such as policies and procedures, hiring, off-boarding, compliance, training	9.09%	1
HR – Administrative such as payroll and employee benefits	27.27%	3
Bookkeeping	0.00%	0
Accounting	0.00%	0
Legal	81.82%	9
Compliance	9.09%	1
Actuarial	100.00%	11
Underwriting	9.09%	1
Web site content and updates (not design work or complete overhaul)	27.27%	3
Social media strategy, content, monitoring and updates	18.18%	2
Branding/marketing strategy	9.09%	1
	Answered	11
	Skipped	0

Q99. Check off if your society WILL BE EXPLORING the outsourcing of these functions in 2017. Only check off the box if most of the work in this area will be performed by outside vendors and managed by staff. Do NOT check the box if you are looking to hire vendors to simply help on a facet of a project.

Answer Choices	Responses	
Asset management	0.00%	0
Strategic planning at board level	0.00%	0
IT – Equipment and business software: assessments, monitoring, replacing of servers, laptops, etc.	0.00%	0
IT – Administration services of policies	50.00%	1
HR – Legal Issues such as policies and procedures, hiring, off-boarding, compliance, training	0.00%	0
HR – Administrative such as payroll and employee benefits	0.00%	0
Bookkeeping	0.00%	0
Accounting	50.00%	1
Legal	0.00%	0
Compliance	0.00%	0
Actuarial	0.00%	0
Underwriting	50.00%	1
Web site content and updates (not design work or complete overhaul)	50.00%	1
Social media strategy, content, monitoring and updates	100.00%	2
Branding/marketing strategy	50.00%	1
	Answered	2
	Skipped	9