

2016 Fraternal Compensation and Benefits Survey

Asset Class C

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	100.00%	14
D - \$50 Million - \$150 Million	0.00%	0
E - Less than \$50 Million	0.00%	0
Answered		14
Skipped		0

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

Answer Choices	Responses	
Urban	50.00%	7
Suburban	35.71%	5
Small Town	14.29%	2
Rural	0.00%	0
Answered		14
Skipped		0

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

Answer Choices	Responses	
Less than 5	0.00%	0
5 - 15	0.00%	0
16 - 50	92.31%	12
51 - 150	7.69%	1
Greater than 150	0.00%	0
Answered		13
Skipped		1

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	28.57%	4
5 - 20	14.29%	2
21 - 100	14.29%	2
101 - 250	7.14%	1
Greater than 250	0.00%	0
Zero - Society uses other methods of distribution.	35.71%	5
Answered		14
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	50.00%	7
1 - 5 %	28.57%	4
6 - 10 %	7.14%	1
11 - 20 %	14.29%	2
Greater than 20%	0.00%	0
	Answered	14
	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	35.71%	5
1 - 5 %	50.00%	7
6 - 10 %	7.14%	1
11 - 20 %	7.14%	1
Greater than 20%	0.00%	0
	Answered	14
	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	77.78%	7
Exempt	66.67%	6
Non-Exempt	66.67%	6
	Answered	9
	Skipped	5

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	Total Number	Responses	
	Number			
Executive	1.4	7	100.00%	5
Exempt	1.75	7	80.00%	4
Non-exempt	1.75	7	80.00%	4
Answered				5
Skipped				9

Respondents	Response Date	Executive	Exempt	Non-exempt
1	Jun 12 2018 12:30 PM	2	2	2
2	Jun 11 2018 11:51 AM	0		
3	Mar 06 2017 02:34 PM	1	1	1
4	Feb 21 2017 09:29 AM	1	1	1
5	Feb 06 2017 12:16 PM	3	3	3

Q11. Does your organization currently have a merit program?

Answer Choices	Responses	
Yes	64.29%	9
No	35.71%	5
Answered		14
Skipped		0

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

Answer Choices	Responses	
Executive	75.00%	6
Exempt	87.50%	7
Non-Exempt	75.00%	6
	Answered	8
	Skipped	6

Response Date	Executive	Exempt	Non-Exempt
Jun 11 2018 10:20 AM	Performance	Performance	Performance
Jun 11 2018 10:05 AM	Performance and Goals acheived	Performance and Goals acheived	Performance and Goals acheived
Mar 06 2017 02:34 PM	Up to 2% based on Annual Eval Rating, Outstanding & Exceeds Standard is eligible for 100% of merit, Meets Standard 80% of merit, Needs Improvement or Below Standard 0%	Up to 2% based on Annual Eval Rating, Outstanding & Exceeds Standard is eligible for 100% of merit, Meets Standard 80% of merit, Needs Improvement or Below Standard 0%	Up to 2% based on Annual Eval Rating, Outstanding & Exceeds Standard is eligible for 100% of merit, Meets Standard 80% of merit, Needs Improvement or Below Standard 0%
Feb 21 2017 09:29 AM		Performance based	Perfomanced based
Feb 14 2017 08:45 AM	Bonus pool target at 20% of		
Feb 01 2017 09:41 PM	performance	performance	performance
Jan 25 2017 04:14 PM		annual performance appraisal	annual performance
Jan 23 2017 03:52 PM	Performance	Performance	

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

Answer Choices	Responses	
Convention	35.71%	5
Board	64.29%	9
Other	21.43%	3
	Answered	14
	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	
Executive	100.00%	4
Exempt	75.00%	3
Non-Exempt	50.00%	2
Answered		4
Skipped		10

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

Answer Choices	Average Number	Total Number	Responses	
Executive	10000	10000	100.00%	1
Exempt	3000	3000	100.00%	1
Non-Exempt	500	500	100.00%	1
Answered				1
Skipped				13

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 Number	Total Number	Responses	
Executive	3	3	100.00%	1
Exempt	1	1	100.00%	1
Non-Exempt	1	1	100.00%	1
Answered				1
Skipped				13

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 Number	Total Number	Responses	
Chartered Life Underwriter (CLU)	150	150	25.00%	1
Fellow in the Life Management Institute (FLMI)	537.5	2150	100.00%	4
Associate in the Society of Actuaries (ASA)	0	0	0.00%	0
Chartered Financial Consultant (ChFC)	150	150	25.00%	1
Certified Senior Advisor (CSA)	0	0	0.00%	0
Certified Financial Planner (CFP)	150	150	25.00%	1
Fraternal Insurance Counselor (FIC)	0	0	0.00%	0
Other	0	0	0.00%	0
Answered				4
Skipped				10

Response Date	Chartered Life Underwriter (CLU)	Fellow in the Life Management Institute (FLMI)	Associate in the Society of Actuaries (ASA)	Chartered Financial Consultant (ChFC)
Jun 11 2018 10:20 AM		500		
Mar 06 2017 02:40 PM	150	150		150
Jan 30 2017 01:21 PM		500		
Jan 25 2017 04:18 PM		1000		

Response Date (cont.)	Certified Senior Advisor (CSA)	Certified Financial Planner (CFP)	Fraternal Insurance Counselor (FIC)
Jun 11 2018 10:20 AM			
Mar 06 2017 02:40 PM		150	
Jan 30 2017 01:21 PM			
Jan 25 2017 04:18 PM			

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

Answer Choices	Responses	
PPO Plan	50.00%	6
HMO Plan	8.33%	1
POS Plan	8.33%	1
High Deductible Health Plan (HDHP) with HAS or HRA	50.00%	6
Other	16.67%	2
	Answered	12
	Skipped	2

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	7.69%	1
No	92.31%	12
Don't know	0.00%	0
	Answered	13
	Skipped	1

Q20. If yes to question 19: Do employees choose from among available plans or are they given a defined

Answer Choices	Responses	
Choose from among available plans	100.00%	1
Given a defined contribution to allocate	0.00%	0
Don't know	0.00%	0
	Answered	1
	Skipped	13

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

Answer Choices	Responses	
Yes	0.00%	0
No	91.67%	11
Considering	0.00%	0
Don't know	8.33%	1
	Answered	12
	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	
\$	311854	1871126	100.00%	6
			Answered	6
			Skipped	8

Respondents	Response Date	\$
1	Jun 11 2018 10:21 AM	109126
2	Mar 06 2017 02:50 PM	180000
3	Feb 21 2017 09:30 AM	650000
4	Feb 14 2017 08:49 AM	325000
5	Feb 06 2017 12:16 PM	207000
6	Jan 25 2017 04:21 PM	400000

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

Answer Choices	Responses	
401(k)/Defined Contribution	84.62%	11
403(b)	0.00%	0
Profit-Sharing Plan	7.69%	1
Defined Pension Plan	23.08%	3
Please describe how your retirement program is funded.		7
	Answered	13
	Skipped	1

Respondents	Response Date	Please describe how your retirement program is funded.
1	Jun 12 2018 12:31 PM	We match up to 5% of contribution
2	Jun 11 2018 11:52 AM	funded by the company
3	Jun 11 2018 10:21 AM	Trust Fund managed by the Trustee
4	Mar 06 2017 02:50 PM	Employee funded, employer matches 50% on the first 6%, employer pays all fees
5	Feb 21 2017 09:30 AM	Employeed contrubution doubled by company up to 2% plus annual discretionary contribution.
6	Feb 14 2017 08:49 AM	discretionary match approved annually by the Board based on expected financial results and other factors
7	Jan 19 2017 03:07 PM	Company Contribution

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	NA
401(k)/Defined Contribution	(4) - 36.36%	(6) - 54.55%	(1) - 9.09%	(0) - 0%
403(b)	(0) - 0%	(0) - 0%	(0) - 0%	(4) - 100%
Profit-Sharing Plan	(0) - 0%	(1) - 20%	(0) - 0%	(4) - 80%
Defined Pension Plan	(0) - 0%	(2) - 28.57%	(0) - 0%	(5) - 71.43%
If sales force has different eligibility than home office associates, please list below in comment section.				
			Answered	13
			Skipped	1

Respondents	Response Date	If sales force has different eligibility than home office associates, please list below in comment section.
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1

Mar 06 2017
02:50 PM

Sliding scale for vesting in employer match is as follows: 20% year
1, 40% year 2, 60% year 3, 80% year 4, 100% year 5

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

Answer Choices	Responses	
Dental	84.62%	11
Vision	76.92%	10
Short-term Disability	69.23%	9
Long-term Disability	69.23%	9
Life Insurance	84.62%	11
Retiree Benefits	15.38%	2
Domestic Partnership Benefits	0.00%	0
Paid Time Off	61.54%	8
Flexible Spending Accounts	46.15%	6
Child Care Programs	7.69%	1
Adoption Assistance	7.69%	1
Maternity Leave	38.46%	5
Flexible Hours	30.77%	4
Employee Assistance Programs	38.46%	5
Health and Wellness Promotion Programs	46.15%	6
Tuition Reimbursement	69.23%	9
Loan Plans	15.38%	2
Investment Advice	0.00%	0
Employee Transportation/Parking Provisions	15.38%	2
Legal Services	7.69%	1
Long-term Care	15.38%	2
Paternity Leave	15.38%	2
HSA Employer Contribution	38.46%	5
Identity Theft Protection	7.69%	1
Other (please specify)	0.00%	0
	Answered	13
	Skipped	1

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

Answer Choices	Average			
	Number	Total Number	Responses	
1 - 4 years	12	48	100.00%	4
5 - 9 years	14.5	58	100.00%	4
10 - 14 years	17	52	75.00%	3
15 -19 years	15	30	50.00%	2
20+ years	15	30	50.00%	2
			Answered	4
			Skipped	10

Response Date	1 - 4 years	5 - 9 years	10 - 14 years	15 -19 years	20+ years
Jun 11 2018 10:06 AM	13	15			
Mar 06 2017 02:50 PM	13	18	23		
Feb 14 2017 08:49 AM	17	20	24	25	25
Jan 19 2017 03:07 PM	5	5	5	5	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	9	85	100.00%	9
5 - 9 years	13	120	100.00%	9
10 - 14 years	17	161	100.00%	9
15 -19 years	19	157	88.89%	8
20+ years	21	170	88.89%	8
			Answered	9
			Skipped	5

Response Date	1 - 4 years	5 - 9 years	10 - 14 years	15 -19 years	20+ years
Jun 12 2018 12:31 PM	5	10	15	15	20
Jun 11 2018 10:21 AM	13	17	19	22	25
Feb 21 2017 09:30 AM	10	10	15	15	20
Feb 06 2017 12:16 PM	10	15	20		
Feb 06 2017 10:58 AM	10	15	20	20	20
Feb 01 2017 09:46 PM	10	15	20	25	25
Jan 25 2017 04:21 PM	10	15	20	25	25
Jan 23 2017 03:55 PM	7	13	17	20	20
Jan 19 2017 03:07 PM	10	10	15	15	15

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

Answered 8

Skipped 6

Respondents	Response Date	Responses
1	Jun 12 2018 12:31 PM	12
2	Jun 11 2018 10:21 AM	12
3	Mar 06 2017 02:50 PM	7
4	Feb 21 2017 09:30 AM	12
5	Feb 06 2017 12:16 PM	7
6	Feb 01 2017 09:46 PM	5
7	Jan 25 2017 04:21 PM	12
8	Jan 23 2017 03:55 PM	10

Q29. How many board members do you have?

Answer Choices	Average Number	Total Number	Responses
# of board members:	10	133	100.00% 13
		Answered	13
		Skipped	1

Respondents	Response Date	# of board members:
1	Jun 12 2018 12:31 PM	7
2	Jun 11 2018 11:52 AM	15
3	Jun 11 2018 10:21 AM	7
4	Jun 11 2018 10:06 AM	12
5	Mar 06 2017 02:51 PM	9
6	Feb 21 2017 09:30 AM	12
7	Feb 14 2017 08:50 AM	8
8	Feb 06 2017 12:16 PM	17
9	Feb 06 2017 10:59 AM	16
10	Jan 30 2017 01:38 PM	4
11	Jan 25 2017 04:21 PM	7
12	Jan 23 2017 03:55 PM	11
13	Jan 19 2017 03:08 PM	8

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

Answer Choices	Responses	
Less than \$1,000	14.29%	2
\$1,000 - \$4,000	28.57%	4
\$4,001 - \$7,000	7.14%	1
\$7,001 - \$10,000	0.00%	0
\$10,001 - \$15,000	28.57%	4
\$15,001 - \$20,000	7.14%	1
\$20,001 - \$25,000	0.00%	0
\$25,001 - \$30,000	0.00%	0
\$30,001 - \$35,000	7.14%	1
\$35,001 - \$40,000	7.14%	1
\$40,001 - \$45,000	0.00%	0
\$45,001 - \$50,000	0.00%	0
Greater than \$50,000	0.00%	0
Not Applicable	0.00%	0
	Answered	14
	Skipped	0

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

Answer Choices	Average Number	Total Number	Responses
\$	184710	2216529	100.00% 12
			Answered 12
			Skipped 2

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	130000
2	Jun 11 2018 11:54 AM	110000
3	Jun 11 2018 10:24 AM	237529
4	Jun 11 2018 10:16 AM	300000
5	Mar 06 2017 03:09 PM	176000
6	Feb 14 2017 08:57 AM	265000
7	Feb 07 2017 03:42 PM	161000
8	Feb 06 2017 12:16 PM	104000
9	Feb 06 2017 11:04 AM	130000
10	Jan 30 2017 01:51 PM	220000
11	Jan 25 2017 04:34 PM	175000
12	Jan 19 2017 03:11 PM	208000

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

Answer Choices	Average Number	Total Number	Responses
\$	13875	111000	100.00% 8
			Answered 8
			Skipped 6

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	0
2	Jun 11 2018 10:16 AM	58000
3	Mar 06 2017 03:09 PM	0
4	Feb 14 2017 08:57 AM	53000
5	Feb 07 2017 03:42 PM	0
6	Feb 06 2017 11:04 AM	0
7	Jan 30 2017 01:51 PM	0
8	Jan 19 2017 03:11 PM	0

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

Answered	2
Skipped	12

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	All officers except for the Director of Accounting is
2	Feb 06 2017 12:16 PM	3 percent raise

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

Answer Choices	Responses
NA	100.00% 5
	Answered 5
	Skipped 9

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

Answer Choices	Average Number	Total Number	Responses
\$	116859	1051736	100.00% 9

Answered 9
Skipped 5

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	97350
2	Jun 11 2018 10:24 AM	123786
3	Mar 06 2017 03:09 PM	97000
4	Feb 07 2017 03:42 PM	125000
5	Feb 06 2017 12:16 PM	93000
6	Feb 06 2017 11:04 AM	113600
7	Feb 01 2017 09:54 PM	130000
8	Jan 30 2017 01:51 PM	160000
9	Jan 25 2017 04:34 PM	112000

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

Answer Choices	Average Number	Total Number	Responses
\$	1742	12200	100.00% 7
			Answered 7
			Skipped 7

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	0
2	Mar 06 2017 03:09 PM	0
3	Feb 07 2017 03:42 PM	0
4	Feb 06 2017 11:04 AM	0
5	Feb 01 2017 09:54 PM	10000
6	Jan 30 2017 01:51 PM	0
7	Jan 25 2017 04:34 PM	2200

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

Answer Choices	Average Number	Total Number	Responses
\$	42033	252198	100.00%
			6
			Answered
			Skipped
			6
			8

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	34463
2	Mar 06 2017 03:09 PM	20735
3	Feb 07 2017 03:42 PM	35000
4	Feb 06 2017 12:16 PM	27000
5	Jan 30 2017 01:51 PM	55000
6	Jan 25 2017 04:34 PM	80000

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

Answered	3
Skipped	11

Respondents	Response Date	Responses
1	Mar 06 2017 03:09 PM	This position does not include society finances, cash management, annual statement prep; as those are functions of our Treasurer.
2	Feb 14 2017 08:57 AM	This role is also CFO and Treasurer, see below
3	Jan 25 2017 04:34 PM	This person is also Chief Underwriter. Additional functions include compliance, new business and member service.

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

Answer Choices	Responses	
NA	100.00%	3
	Answered	3
	Skipped	11

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

Answer Choices	Average Number	Total Number	Responses
\$	116446	1164458	100.00% 10
			Answered 10
			Skipped 4

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	51700
2	Jun 11 2018 10:24 AM	119158
3	Mar 06 2017 03:09 PM	119000
4	Feb 14 2017 08:57 AM	135000
5	Feb 07 2017 03:42 PM	128000
6	Feb 06 2017 12:16 PM	93000
7	Feb 06 2017 11:04 AM	113600
8	Jan 30 2017 01:51 PM	100000
9	Jan 25 2017 04:34 PM	105000
10	Jan 19 2017 03:11 PM	200000

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

Answer Choices	Average Number	Total Number	Responses	
\$	3111	28000	100.00%	9
			Answered	9
			Skipped	5

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	0
2	Jun 11 2018 11:54 AM	0
3	Mar 06 2017 03:09 PM	0
4	Feb 14 2017 08:57 AM	26000
5	Feb 07 2017 03:42 PM	0
6	Feb 06 2017 11:04 AM	0
7	Jan 30 2017 01:51 PM	0
8	Jan 25 2017 04:34 PM	2000
9	Jan 19 2017 03:11 PM	0

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

Answer Choices	Average Number	Total Number	Responses
\$	43679	436791	100.00% 10

Answered 10
Skipped 4

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	34463
2	Jun 11 2018 10:16 AM	50000
3	Mar 06 2017 03:09 PM	31328
4	Feb 14 2017 08:57 AM	40000
5	Feb 07 2017 03:42 PM	35000
6	Feb 06 2017 12:16 PM	27000
7	Feb 01 2017 09:54 PM	55000
8	Jan 30 2017 01:51 PM	42000
9	Jan 25 2017 04:34 PM	80000
10	Jan 19 2017 03:11 PM	42000

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Jun 11 2018 10:16 AM	We only provide controls and accounting within the society, not a big need for finance guidance and strategy.

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

Answer Choices	Responses	
NA	100.00%	4
Answered		4
Skipped		10

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

Answer Choices	Average Number	Total Number	Responses	
\$	82803	662422	100.00%	8
Answered				8
Skipped				6

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	39600
2	Jun 11 2018 10:24 AM	106522
3	Jun 11 2018 10:16 AM	108000
4	Mar 06 2017 03:09 PM	59000
5	Feb 14 2017 08:57 AM	78000
6	Feb 07 2017 03:42 PM	125000
7	Jan 30 2017 01:51 PM	92300
8	Jan 25 2017 04:34 PM	54000

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

Answer Choices	Average Number	Total Number	Responses
\$	2312.5	18500	100.00% 8
			Answered 8
			Skipped 6

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	0
2	Jun 11 2018 11:54 AM	0
3	Jun 11 2018 10:16 AM	7000
4	Mar 06 2017 03:09 PM	0
5	Feb 14 2017 08:57 AM	11000
6	Feb 07 2017 03:42 PM	0
7	Jan 30 2017 01:51 PM	0
8	Jan 25 2017 04:34 PM	500

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

Answered	2
Skipped	12

Respondents	Response Date	Responses
1	Mar 06 2017 03:09 PM	This role includes Marketing also.
2	Jan 25 2017 04:34 PM	Reports to Vice President IT and Secretary

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

Answer Choices	Responses
NA	100.00% 12

Answered 12
Skipped 2

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

Answer Choices	Average Number	Total Number	Responses
\$	56784	56784	100.00% 1
			Answered 1
			Skipped 13

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

Answer Choices	Average Number	Total Number	Responses
\$	0	0	0.00% 0
			Answered 0
			Skipped 14

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

Answered 3
Skipped 11

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	HR Department falls under the president. We have a Human Resources Administrator
2	Jun 11 2018 10:16 AM	We have lower level HR support
3	Jan 30 2017 01:51 PM	Our HR Manager is not at VP level or pay

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

Answer Choices	Responses	
NA	100.00%	8
	Answered	8
	Skipped	6

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

Answer Choices	Average Number	Total Number	Responses	
\$	106757	533786	100.00%	5
			Answered	5
			Skipped	9

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	123786
2	Jun 11 2018 10:16 AM	116000
3	Mar 06 2017 03:09 PM	90000
4	Feb 07 2017 03:42 PM	99000
5	Jan 25 2017 04:34 PM	105000

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

Answer Choices	Average Number	Total Number	Responses
\$	2250	9000	100.00% 4
			Answered 4
			Skipped 10

Respondents	Response Date	\$
1	Jun 11 2018 10:16 AM	7000
2	Mar 06 2017 03:09 PM	0
3	Feb 07 2017 03:42 PM	0
4	Jan 25 2017 04:34 PM	2000

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

Answered	5
Skipped	9

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	Our Information Technology officer is also our Director of Accounting
2	Jun 11 2018 10:24 AM	This position is also our National Secretary
3	Feb 07 2017 03:42 PM	IT Director is not a VP
4	Feb 01 2017 09:54 PM	Outside Consultant - \$70,000 Outside Network Consultant \$40,000
5	Jan 25 2017 04:34 PM	Actual title Vice President IT and Secretary. Additional functions include HR, fraternal, benefits, office support services.

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

Answer Choices	Responses	
	NA	100.00%
	Answered	7
	Skipped	7

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

Answer Choices	Average	Total Number	Responses	
	Number			
\$	93880	469400	100.00%	5
			Answered	5
			Skipped	9

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	49400
2	Feb 07 2017 03:42 PM	125000
3	Feb 01 2017 09:54 PM	80000
4	Jan 30 2017 01:51 PM	125000
5	Jan 25 2017 04:34 PM	90000

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

Answer Choices	Average	Total Number	Responses	
	Number			
\$	2640	13200	100.00%	5
			Answered	5
			Skipped	9

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	0
2	Feb 07 2017 03:42 PM	0
3	Feb 01 2017 09:54 PM	3000
4	Jan 30 2017 01:51 PM	8400
5	Jan 25 2017 04:34 PM	1800

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

Answer Choices	Average Number	Total Number	Responses
\$	47340.4	236702	100.00% 5
		Answered	5
		Skipped	9

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	35702
2	Jun 11 2018 10:16 AM	41000
3	Feb 07 2017 03:42 PM	35000
4	Feb 01 2017 09:54 PM	45000
5	Jan 25 2017 04:34 PM	80000

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Feb 14 2017 08:57 AM	This role is also top fraternal role, see above

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

Answer Choices	Responses
NA	100.00% 4
	Answered 4
	Skipped 10

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

Answer Choices	Average Number	Total Number	Responses
\$	87475	699800	100.00% 8
			Answered 8
			Skipped 6

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	72800
2	Jun 11 2018 10:16 AM	131000
3	Mar 06 2017 03:09 PM	64000
4	Feb 07 2017 03:42 PM	125000
5	Feb 06 2017 12:16 PM	50000
6	Feb 01 2017 09:54 PM	80000
7	Jan 30 2017 01:51 PM	100000
8	Jan 25 2017 04:34 PM	77000

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

Answer Choices	Average Number	Total Number	Responses
\$	13795	82770	100.00% 6
			Answered 6
			Skipped 8

Respondents	Response Date	\$
1	Jun 11 2018 10:16 AM	27000
2	Mar 06 2017 03:09 PM	0
3	Feb 07 2017 03:42 PM	0
4	Feb 01 2017 09:54 PM	50000
5	Jan 30 2017 01:51 PM	5000
6	Jan 25 2017 04:34 PM	770

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	Our Vice President is over the Sales and Field Management along with Marketing

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

Answer Choices	Responses
NA	100.00% 7
	Answered 7
	Skipped 7

Q66. What is the base salary for Chief Underwriter?

Answer Choices	Average Number	Total Number	Responses
\$	74350	371750	100.00% 5
			Answered 5
			Skipped 9

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	45000
2	Jun 11 2018 10:16 AM	114000
3	Feb 07 2017 03:42 PM	81000
4	Feb 06 2017 12:16 PM	45000
5	Jan 30 2017 01:51 PM	86750

Q67. What is the bonus paid for Chief Underwriter?

Answer Choices	Average Number	Total Number	Responses
\$	0	0	100.00% 3
			Answered 3
			Skipped 11

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

Answer Choices	Average Number	Total Number	Responses
\$	35200	176000	100.00% 5
			Answered 5
			Skipped 9

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	35000
2	Jun 11 2018 10:16 AM	47000
3	Feb 07 2017 03:42 PM	39000
4	Feb 06 2017 12:16 PM	35000
5	Feb 06 2017 11:04 AM	20000

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

Answered **2**
Skipped **12**

Respondents	Response Date	Responses
1	Jan 30 2017 01:51 PM	No entry level underwriter hired for over 10 years
2	Jan 25 2017 04:34 PM	Is tied to COO.

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

Answer Choices	Responses
NA	100.00% 7
Answered 7	
Skipped 7	

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

Answer Choices	Average Number	Total Number	Responses
\$	61129	427900	100.00% 7
			Answered 7
			Skipped 7

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	12900
2	Jun 11 2018 10:16 AM	80000
3	Feb 07 2017 03:42 PM	125000
4	Feb 06 2017 11:04 AM	40000
5	Feb 01 2017 09:54 PM	65000
6	Jan 25 2017 04:34 PM	40000
7	Jan 19 2017 03:11 PM	65000

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

Answer Choices	Average Number	Total Number	Responses
\$	680	3400	100.00% 5
			Answered 5
			Skipped 9

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	0
2	Feb 07 2017 03:42 PM	0
3	Feb 01 2017 09:54 PM	3000
4	Jan 25 2017 04:34 PM	400
5	Jan 19 2017 03:11 PM	0

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Feb 07 2017 03:42 PM	This person is a VP

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

Answer Choices	Responses
NA	100.00% 13
	Answered 13
	Skipped 1

Q75. What is the base salary for Medical Director?

Answer Choices	Average Number	Total Number	Responses
\$	16450	32900	100.00% 2
			Answered 2
			Skipped 12

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	12900
2	Feb 06 2017 12:16 PM	20000

Q76. What is the bonus paid for Medical Director?

Answer Choices	Average Number	Total Number	Responses
\$	0	0	100.00% 1
			Answered 1
			Skipped 13

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Jun 11 2018 10:16 AM	This position is outsourced

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

Answer Choices	Responses
NA	100.00% 5
Answered	5
Skipped	9

Q79. What is the base salary for Magazine Editor?

Answer Choices	Average Number	Total Number	Responses
\$	64714	453000	100.00% 7
	Answered		7
	Skipped		7

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	106000
2	Jun 11 2018 10:16 AM	70000
3	Feb 07 2017 03:42 PM	69000
4	Feb 06 2017 12:16 PM	75000
5	Feb 06 2017 11:04 AM	40000
6	Jan 30 2017 01:51 PM	53000
7	Jan 25 2017 04:34 PM	40000

Q80. What is the bonus paid for Magazine Editor?

Answer Choices	Average Number	Total Number	Responses
\$	100	400	100.00% 4
			Answered 4
			Skipped 10

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	0
2	Feb 07 2017 03:42 PM	0
3	Jan 30 2017 01:51 PM	0
4	Jan 25 2017 04:34 PM	400

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

Answered	1
Skipped	13

Respondents	Response Date	Responses
1	Jun 11 2018 10:24 AM	This position is covered by the Chair of the Board

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

Answer Choices	Responses
NA	100.00% 4
Answered 4	
Skipped 10	

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

Answer Choices	Average Number	Total Number	Responses	
\$	83495	751458	100.00%	9
			Answered	9
			Skipped	5

Respondents	Response Date	\$
1	Jun 11 2018 10:24 AM	119158
2	Jun 11 2018 10:16 AM	111000
3	Mar 06 2017 03:09 PM	65000
4	Feb 14 2017 08:57 AM	74300
5	Feb 07 2017 03:42 PM	85000
6	Feb 06 2017 11:04 AM	40000
7	Feb 01 2017 09:54 PM	105000
8	Jan 25 2017 04:34 PM	67000
9	Jan 19 2017 03:11 PM	85000

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

Answer Choices	Average Number	Total Number	Responses	
\$	167.5	670	100.00%	4
			Answered	4
			Skipped	10

Respondents	Response Date	\$
1	Mar 06 2017 03:09 PM	0
2	Feb 07 2017 03:42 PM	0
3	Jan 25 2017 04:34 PM	670
4	Jan 19 2017 03:11 PM	0

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

Answered 2
Skipped 12

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	Our Director of Accounting holds this position
2	Jun 11 2018 10:24 AM	This is our National Treasurer

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

Answer Choices	Responses
NA	100.00% 3
	Answered 3
	Skipped 11

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

Answer Choices	Average Number	Total Number	Responses
\$	52106.2	521062	100.00% 10
			Answered 10
			Skipped 4

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	35500
2	Jun 11 2018 10:24 AM	56862
3	Jun 11 2018 10:16 AM	52000
4	Mar 06 2017 03:09 PM	57000
5	Feb 14 2017 08:57 AM	63100
6	Feb 07 2017 03:42 PM	55000
7	Feb 01 2017 09:54 PM	40000
8	Jan 30 2017 01:51 PM	52600
9	Jan 25 2017 04:34 PM	49000
10	Jan 19 2017 03:11 PM	60000

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

Answer Choices	Average Number	Total Number	Responses
\$	82	490	100.00% 6
			Answered 6
			Skipped 8

Respondents	Response Date	\$
1	Jun 12 2018 12:35 PM	0
2	Mar 06 2017 03:09 PM	0
3	Feb 07 2017 03:42 PM	0
4	Jan 30 2017 01:51 PM	0
5	Jan 25 2017 04:34 PM	490
6	Jan 19 2017 03:11 PM	0

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	This type of position does not require a college degree. On the job training

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

Answer Choices	Responses
NA	100.00% 10
Answered 10	
Skipped 4	

Q91. What is the base salary for General Council?

Answer Choices	Average Number	Total Number	Responses
\$	81933	245800	100.00% 3
			Answered 3
			Skipped 11

Respondents	Response Date	\$
1	Jun 11 2018 11:54 AM	35800
2	Feb 07 2017 03:42 PM	30000
3	Jan 19 2017 03:11 PM	180000

Q92. What is the bonus paid for General Council?

Answer Choices	Average Number	Total Number	Responses
\$	0	0	100.00% 2
			Answered 2
			Skipped 12

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

Answered 3
Skipped 11

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	We have outside attorneys that we consult with.
2	Jun 11 2018 10:16 AM	This position is outsourced
3	Feb 07 2017 03:42 PM	Annual retainer

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

Answer Choices	Responses
NA	100.00% 12
Answered 12	
Skipped 2	

Q95. What is the base salary for Top Actuary?

Answer Choices	Average Number	Total Number	Responses	
\$	137000	137000	100.00%	1
				Answered
				1
				Skipped
				13

Q96. What is the bonus paid for Top Actuary?

Answer Choices	Average Number	Total Number	Responses	
\$	0	0	0.00%	0
				Answered
				0
				Skipped
				14

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

Answered 1
Skipped 13

Respondents	Response Date	Responses
1	Jun 12 2018 12:35 PM	Our CFO oversees this area. We have outside

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	61.54%	8
Strategic planning at board level	7.69%	1
IT – Equipment and business software: assessments, monitoring, replacing of servers, laptops, etc.	38.46%	5
IT – Administration services of policies	0.00%	0
HR – Legal Issues such as policies and procedures, hiring, off-boarding, compliance, training	38.46%	5
HR – Administrative such as payroll and employee benefits	23.08%	3
Bookkeeping	0.00%	0
Accounting	0.00%	0
Legal	69.23%	9
Compliance	0.00%	0
Actuarial	84.62%	11
Underwriting	30.77%	4
Web site content and updates (not design work or complete overhaul)	23.08%	3
Social media strategy, content, monitoring and updates	0.00%	0
Branding/marketing strategy	7.69%	1
	Answered	13
	Skipped	1

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.	20.00%	1
IT – Administration services of policies	0.00%	0
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	20.00%	1
Legal	0.00%	0
Compliance	20.00%	1
Actuarial	20.00%	1
Underwriting	20.00%	1
Web site content and updates (not design work or complete overhaul)	20.00%	1
Social media strategy, content, monitoring and updates	40.00%	2
Branding/marketing strategy	60.00%	3
	Answered	5
	Skipped	9