



SOCIETY OF ACTUARIES

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## The Actuarial Ethicist: Jam Sandwich

by Frank Grossman and John Hadley

*This short article sets out a hypothetical workplace dilemma. We invite you to submit comments and suggested solutions, which will be summarized and published in the following issue of The Stepping Stone. All submissions will be received in confidence, and any identifying details removed prior to their inclusion in the case discussion.*

Rick the FSA brought in Charlie the FSA from another organization to fill his former position upon Rick's promotion late last year. Charlie had some previous experience supervising summer interns, but three actuarial students who used to report to Rick now report to him; clearly a step-up in responsibility.

During his first six months, Charlie worked hard to cultivate a good working relationship with both Rick and his new reports, including Lily the ASA, who had been in the unit the longest. By degrees, he began to have concerns about the quality of Lily's work. Charlie sought to share his concerns with Rick, but Rick never seemed to have time to talk about it.

Rick asked Charlie to make a presentation about the evolution of their book of business, and Charlie delegated preparation of a product analysis to Lily, something that fit naturally with her job responsibilities. Lily struggled when assembling the raw data. During one of their working sessions, Lily told Charlie appreciatively, "I'm glad you caught those errors!" With time running out, Charlie took the best version of their work and proceeded to make his presentation.

Then disaster struck for Charlie: during his presentation, Rick's peers noticed errors in Charlie's product summaries; and Rick made his displeasure known to Charlie in front of the group. Charlie was mortified, but he accepted responsibility for the errors, and did not attempt to shift the blame to Lily.

Charlie sought an audience with Rick following the presentation, both to apologize and to discuss his concerns about Lily's performance—but his efforts fell on deaf ears. Rick refused to engage in any discussion of Lily's work, simply stating that it was Charlie's responsibility to ensure that all work produced by his unit was 100 percent accurate. Rick ended their meeting by asking, "Don't you know how to manage your staff?"

### WHAT SHOULD CHARLIE DO?

*Send your suggestions before May 18, 2011, to [craigmore54@aol.com](mailto:craigmore54@aol.com). The discussion of Charlie's dilemma will be published in the August 2011 issue of The Stepping Stone.* ●

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