



DEVELOPING OUR ACTUARIES

Actuaries are critical to John Hancock's success. In addition to providing formal training, John Hancock encourages movement of its actuarial talent into different roles and across product lines. This allows actuaries to gain both breadth and depth of experience in the actuarial function, increase their business acumen and develop strong leadership skills.

John Hancock offers an Actuarial Development Program that allows actuarial students the opportunity to move through different businesses while receiving study time and materials to prepare for exams. The program was beneficial to Catherine Murphy, AVP and Actuary, Long-Term Care, early in her career at John Hancock. "Students were able to get together to form study groups to make sure we were well prepared for the exam," she says. Catherine also notes the value of rotating through different business. "While working in various departments," she says, "I was able to learn how different businesses work and to learn different skills from having several managers." Catherine started her career with Manulife, John Hancock's parent company, 13 years ago as an Associate Actuary in risk management and then worked in the areas of asset liability management and group pensions. After the merger, she joined John Hancock in fixed annuities and then moved to the Company's US Finance group before taking on her current role in 2008.

Rotating through different businesses also provides the opportunity to learn management skills. Sian McAlpin, AVP and Actuary, Audit Services, has worked with various product lines and has developed management skills through her different roles. Her career at John Hancock began 10 years ago in retail annuity valuation, introducing her to variable and fixed annuity products and their valuation. Later, in a role with a fixed products focus, she had the opportunity to learn CGAAP valuation and also took on management responsibilities. Sian's next role as AVP and Valuation Actuary in variable annuities allowed her to develop her leadership skills as interaction with senior management and her staff numbers both increased. Currently, Sian is in charge of Global Actuarial Audit and is responsible for actuarial auditing across Manulife, including valuation, product development and pricing. Sian says, "Each career move has provided me the opportunity to learn new skills, either from a business perspective or management perspective. My current role has given me a great opportunity to look more broadly at the company as a whole. In addition, I am able to build negotiation skills and networking skills through exposure to senior management throughout the company."

John Hancock also offers actuaries opportunities to develop skills outside their function in a formalized setting. Robert Lussky joined John Hancock's Fixed Products group in 2006 and recently moved into the role of AVP & Actuary, US Risk Management. He took part in the Company's Leadership Excellence Program and attended workshops on public speaking and management approaches. He finds these programs useful and says, "The real value in the organization comes from the support I receive from both senior management and Human Resources as I have needed to put the learnings into practice."

The quality of job assignments and opportunities that exist throughout John Hancock, combined with the leadership development that is offered, supports actuaries' career growth and provides opportunities for them to contribute greatly to John Hancock's position as an industry leader.

Contributions from Catherine Murphy, FSA, FCIA, AVP & Actuary, Long Term Care, John Hancock, Sian McAlpin, FSA, FCIA, MAAA, AVP & Actuary, Audit Management, John Hancock and Robert Lussky, FSA, AVP & Actuary, US Risk Management, John Hancock.

CAREER BUZZ

Actuaries play a central role in all of our businesses at John Hancock. We take the professional development of our actuaries very seriously, and they hold a variety of important roles within our organization. Actuaries can work in their area of interest, ranging from positions as financial actuaries to pricing actuaries to actuaries interested in general management. They are found in departments including life insurance, long term care, wealth management and reinsurance. Many actuaries hold senior officer positions throughout the organization. John Hancock's success as a financial service provider depends on the actuarial areas to assure the financial stability of the company.

Actuarial Recruitment with Mark Harrington

Mark Harrington, Staffing Consultant, supports all actuarial recruitment at FSA and student levels.

Mark looks for candidates who are driven and exhibit the potential to develop into leaders. He also puts emphasis on candidates' communication skills and their ability to communicate highly technical concepts to a nontechnical audience.

Mark joined John Hancock's Recruiting & Staffing team in September 2007. He has enjoyed an extensive recruitment career in both insurance and financial services. Mark invites you to contact him at 617-572-0432 or mharrington@jhancock.com to learn more about the career potential at John Hancock.

To view all actuarial opportunities, visit

johnhancock.com/careers

For information on John Hancock, please visit www.johnhancock.com.

The next *Actuary Connect* will be distributed in Winter 2010.



NOTES FROM SENIOR MANAGEMENT



Actuary Connect interviewed Craig Raymond, FSA, MAAA. Craig joined John Hancock in August 2009 as its Chief Risk Officer, Chief Actuary and serves as a member of the US Operations Management Group. Craig is responsible for monitoring all risk, including strategic, insurance, market and liquidity, credit and operational risk. He joined us from The Hartford Financial Services Group where he most recently served as Senior Vice President, Enterprise Corporate Development, overseeing all merger and acquisition activity.

What motivated you to make the move from The Hartford to John Hancock?

The insurance industry and the financial services industry in general is going through a great deal of change and there is and will continue to be a realignment of the major players. I firmly believe that John Hancock and Manulife are extremely well-positioned to take advantage of these changes. I attribute this to the breadth of products, the distribution capabilities, the size and financial strength of the organization and Manulife's international footprint. Beyond that, the atmosphere and culture here helped prompt the move. It is open, interactive and actuaries are encouraged to challenge norms and speak their mind. John Hancock values the unique ability that a talented actuary brings to the table.

What are the challenges in taking on a newly created role?

In regards to being new to the company: The team and people in this organization have really eased the transition for me. However, some of the challenges include learning new terminology and figuring out how processes operate internally and how decisions are made. Another real unique challenge is learning CGAAP, with Manulife being based in Canada.

In regards to the new role: There is a lot of structure and process in place that makes slotting into this role fairly easy to do; new procedures do not have to be created from scratch. Getting folks used to a slightly different flow of info is always a challenge. Probably the biggest challenge is to find the right way to work with both the businesses and the Manulife corporate staff, so that this role can add value to the decision making process moving forward.

What are your goals while in this role?

I want to continue to facilitate a lot of what is already happening. First, bring an overall John Hancock perspective to decision making. Secondly, bring more discipline around how we manage capital, risk and profitability for John Hancock.

How have your career moves aided you in your development?

There is an immense amount of value in seeing different aspects of the business. I have held roles in product development, finance, line of business, oversight and others. In order to really be able to understand the business, it is crucial to see different areas of the company. If you haven't worked with sales people or gone through the reporting cycles and closed the books then you may not fully understand the business. A diversity of experience enables you to bring a broader perspective and understanding of issues to any position.

How do you plan on fostering development opportunities for the actuaries here John Hancock?

One of the things that I was very impressed by at John Hancock was the amount of mobility for actuaries and all staff. This company really encourages folks to get a range of experiences and skills. You can only get so much through exams, so you need to pair that with work experience and skill training. I am a strong advocate of focusing development on the recognition and building of transferable business skills.

What career advice do you have for actuaries?

Take control of your own career and development. By this, I mean take responsibility for yourself, continue to seek out new challenges and get that diverse range of experiences. Ask other actuaries what it takes to be successful and strive to build the skill and knowledge base you need. This will enable you to continue to find appropriate new experiences and control your growth and development.