

## 2006 Operations and Technology Conference

The JW Marriott Starr Pass Resort & Spa, Tucson, AZ

Elective Session - *No Passport Needed*

- **CAROL CHAPMAN**, Financial Reporting Compliance Specialist,

**American National Insurance Company**, *Moderator*

- **FRANK BOYNTON**, Asst. Vice President of Operations Annuities & Mutual Funds

**Pacific Life Insurance Company**

- **FRANCIS CHUNG**, Partner, **ICF & Associates Inc.**
- **ED FENWICK**, Vice President, **Robert E. Nolan Company**

The increase in specialized knowledge and skills has led to many siloed areas of companies. Generalists that rose through the ranks and remember the reasons for business and technical decisions from years ago are retiring almost daily. Vertical knowledge levels may be impressive, but how does the business area find someone who can speak “Actuary”? Who will speak for the business need of a process that crosses areas of the company and flows through multiple systems? The data may translate but how do you find the horizontal knowledge to insure that it is complete and fulfills the needs of all it touches? This session will illustrate the different methods of answering these questions and offer ways to breakdown the boundaries that can exist.