THE GOVERNANCE OF COMMITTEES, SUBCOMMITTEES, TASK FORCES AND WORKING GROUPS

At the Executive Committee in Tallinn it was suggested that the Mortality Task Force be converted into a more permanent entity and Working Group was suggested. The Task Force had been debating whether it should reconstitute as a Section or as a Working Group and, and in the end decided on Working Group for various reasons. One of the issues this raised was whether the Working Group should be accountable to the Committees/Sections rather than to the EC. Given that the output of this and other Working Groups will cut across several Committees and Sections and is also likely to be in the public domain, hence will need to conform to the IAA Communications Policy, this would suggest that some level of accountability to the EC is needed.

This has led to a call for more clarification regarding the distinctions between Committees, Subcommittees, Task Forces and Working Groups. The purpose of this paper is to explore these issues.

There are at present Working Groups on
- Mortality
- Population issues (in the works)
- Ad hoc Role of the Actuary Working Group, an initiative of the Insurance Regulation Committee not necessarily reporting to it as it is comprised of the leaders of several committees
- Ad hoc Education Assessment Working Group of the Education Committee
- Ad hoc Self-Assessment Working Group of the Accreditation Committee

There are at present Task Forces on
- Strategic Planning
- Micro-insurance
- Risk Crisis

In addition, there is a Steering Committee of the International Education Programme Committee.

More Working Groups and Task Forces are likely to be set up as cross practice issues arise in future.

Following is one proposal for a structure for Committees, Subcommittees, Task Forces and Working Groups, bearing in mind that some flexibility is needed to cover varying circumstances. The label Steering Committee would be dropped.

An important distinction is that Council and Committees determine the direction of the IAA, while Subcommittees, Task Forces and Working Groups are operational.

Committees are normally set up for an indefinite period. Member associations are entitled to appoint delegates, other than to the EC, Nominations and Audit and Finance Committees.

1. Report to the EC
2. Terms of reference and leadership are approved by the EC.
3. Chairpersons of committees may permit non-delegates to attend and participate as observers. This includes staff members of member associations and other non-actuaries.
4. Section 3.1.1 of the present Internal Regulations states that “ ... the President or the Chairperson of a Committee may authorize a person who is not a Delegate to a Committee to
attend as an Observer, provided the request is supported by a member association.” It is suggested that this provision be replaced by 3. above.

5. Committee meetings are scheduled as part of the six-monthly meeting schedule.

Subcommittees and Task Forces are means for Committees to pursue efficiently specific objectives; members are not representing member associations, but are selected on the basis of the expertise needed to achieve the specific goals

a. Subcommittees should be appointed where the nature of the work is for a longer term.
b. Task Forces should be appointed where the work is of limited duration and for a specific purpose. They should be disbanded when the task or tasks are complete.

1. Under the present constitution Task Forces and Subcommittees may be created by Committees, subject to approval by the EC (following the governance changes recently agreed) of terms of reference and membership, on the recommendation of the Nominations Committee.

2. This procedure is considered overly bureaucratic. A change is suggested to the Internal Regulations to empower Committees and the EC to appoint their own Subcommittees and Task Forces, and to decide their terms of reference (as long as these are contained within the scope of the main Committee), membership, timescales and target dates, all subject to subsequent reporting to the EC. The appointing Committee should be responsible for coordination and reporting arrangements. Subcommittee and Task Force reports to a Committee should be sufficient to enable all Delegates to the Committee to contribute points of view without needing to participate directly in the Subcommittee or Task Force itself.

3. It is suggested that Subcommittees and Task forces should, where possible, carry out their work between meetings of the committee to which they report, so that reporting can take place as part of the six-monthly cycle without a separate Subcommittee or Task force meeting being required. Such work between meetings may be carried out effectively by means of conference calls, as is the current practice for the Nominations Committee, Task Force on Strategic Planning and some others. Subcommittee and Task Force meetings will only by exception be scheduled as part of the six-monthly meeting schedule. This change is expected both to improve effectiveness and reduce costs, and may enable the overall length of the six-monthly meetings to be shortened further.

4. Members of Subcommittees or Task Forces do not need to be delegates to the main committee, other than the chairperson.

5. The above provisions, adjusted accordingly, apply to Subcommittees or Task forces created by a Section Committee.

Working Groups are complementary to the basic structure of Committees, Sections, Subcommittees and Task Forces; they are created to pursue specific objectives that overlap with several Committees/Sections areas.

1. Report to the EC.

2. EC to approve terms of reference and leadership.

3. Membership selected by the leadership of the WG based on interest, expertise and representation of relevant Sections or Committees.
4. A Working Group is presumed to be set-up for an indefinite period unless its TOR stipulate a specific term.

It is considered that this proposed structure will avoid unnecessary layers of bureaucracy and enable subcommittees, task forces and working groups to be established more promptly. Some existing entities should be renamed in harmony with the above nomenclature. The appropriate renamings appear to be as follows:

- The Task Forces on Strategic Planning and on Credit Risk are expected to disband at or before the Cape Town meeting.

- The Microinsurance Task Force will be renamed a Working Group

- The Self-Assessment Working Group will be renamed a Task Force of the Accreditation Committee

- The Education Assessment Working Group will be renamed a Subcommittee of the Education Committee

- The other groups mentioned earlier are considered to be legitimate Working Groups under these new definitions and will continue as created. As indicated earlier, all Working Groups will report to the Executive Committee.

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