

Final February 21, 2012

**Strategic Planning Subcommittee
MONDAY JANUARY 9, 2012
CONFERENCE CALL**

Minutes

Present

Kurt Wolfsdorf, Chairperson
Thomas Béhar
Cecil Bykerk
Malcolm Campbell
Garth Griffin
Toshihiro Kawano
Mike McLaughlin
Tom Ross
Desmond Smith
Tom Terry

Birgit Kaiser, DAV (at the invitation of the Chair)
Nicole Séguin, Executive Director
Carla Melvin, Executive Assistant

Absent

Maria de Nazaré Barroso

Chairperson Kurt Wolfsdorf welcomed all participants and offered his best wishes for the New Year.

1. Approval of November 16 minutes

The minutes of the November 16 conference call were approved. It was agreed to continue producing a list of action items shortly after each meeting in advancing of issuing the minutes.

2. Education Goals—update

An update on this topic was circulated prior to the call. It was agreed to wait for the final results of the survey, expected sometime towards the end of February to mid-March, before further discussion takes place.

Action item

The Secretariat will add this topic to the agenda once the results of the survey are available.

3. Effectiveness of Committees Survey

The SOA staff had reviewed the surveys and made suggestions for improvement. It was noted that the survey results will be sent to the EC for review and consideration of next steps. No further action was expected from the SPSC, unless requested by the EC.

Action item

Nicole Séguin to circulate the updated surveys to the SPSC, copy to the EC, for comments. The intent is to issue the surveys by January 20.

(Secretarial note: the EC survey was issued on January 13 and the other surveys were issued on January 20 and reminders sent on February 3)

4. Strategic Objectives:**a. Proposed new strategic objective – discussion**

A paper written by Mike McLaughlin on a proposed new strategic objective (SO) on branding had been circulated prior to the meeting.

During the discussion, the following points were made:

- Should branding be added to the strategic plan as a new SO or should it replace an existing one, SO5 for example?
- Branding is more important than SO5.
- Given the nature of this SO and in view of the mission statement, consideration should be given to introducing this SO as number 1.
- Although adopting branding as an SO would probably represent little cost, we still need to consider the financial consequences.
- Define actuarial brand/core values.
- Should we expand on the mission statement to include branding? Some felt it was already imbedded there.

Additional comments were invited via e-mail.

Once this paper has been finalized, it will be circulated to the EC in time for its March 7 meeting, before going to Council for discussion. It will need to be submitted by February 28 for the EC meeting and March 26 for Council, the deadline for the 60-day agenda.

Action item

- All: send Mike comments by email
- Mike: to compile the comments and submit a final paper to the SPSC by the end of January. This will be an agenda item for the next SPSC meeting (*Secretarial note: the paper was submitted on January 30*)
- Secretariat to include this item on the March EC agenda and on the LA Council agenda.

b. Update of priorities/action plans assigned to objectives

The summary reports on the strategic objectives, which included additions from committee chairs, had been circulated prior to the meeting.

It was observed that it appeared that some committee activity was missing from SO1. It was explained that once a relationship with a supranational organization has been established, various activities will fall under SO2, which is closely related to SO1. It was suggested that there could be a brief reference in SO1. It would also be useful to indicate how much money is spent per objective.

It was agreed that a condensed version of these summaries should be included in the annual

report.

Action item

Nicole will edit and re-format the summary reports of the strategic objectives to ensure consistency. These will be sent to Kurt for approval and inclusion on the EC February agenda. *(Secretarial note: a consolidated summary report was sent to the subcommittee on January 23)*

c. Measurement of success, goals and timelines/assignment of key performance indicators (KPIs)

In the absence of feedback from committee chairs on KPIs, Garth Griffin had submitted a paper in an attempt to illustrate what a set of KPIs for each of the SOs might look like to give a feel of what 2014 might look like if we do all the right things.

It was decided that the five established sub-groups discuss the points raised in this paper as it relates to the strategic objective they have been selected to review. The Secretariat will circulate the list of sub-groups.

Action item

- Secretariat to circulate the list of sub-groups. *(Secretarial note: this was circulated on January 9)*
- Sub-groups to provide a paper for the next SPSC meeting, commenting on the descriptions of desired outcomes for each strategic objective.
- Secretariat to include this item on the March EC agenda.

5. 5-year Business Plan

Some member associations had expressed concern regarding the increase in fees and asked the IAA for a more detailed planning analysis for the next 3 to 5 years.

Kurt presented a draft paper he had written in response to this request and a discussion took place on expenditures and the structure of the IAA Secretariat. The subcommittee was informed that the approved 2012 budget included a provision for the addition of an administrative support staff and of a project manager. As a first step, the administrative support position will be filled. Once it is clear what responsibilities this person can assume from the existing project managers and that the job descriptions for these project managers are adjusted accordingly, it will become clearer what the job description for the third project manager should be. It was suggested that the IAA could benefit from employing a project manager with an actuarial background.

During the discussion, the following comments were made:

- Consideration should be given to secondments from member associations.
- Secretariat to survey member associations on their expected growth in FQAs for the next 5 years and to advise of any internal strategic decisions that could significantly impact the level of dues they pay to the IAA. For example, if the US organizations merge, this will have a serious negative impact on IAA revenue.
- Welcome feedback on experience with external funding.

- We need to identify what we want to do and a cost for each activity. We should also identify what we currently do and what we shouldn't do.

The business plan will need to be finalized by February 29 for inclusion on the March 6 EC agenda in view of adding it as a discussion item on the 60-day Council agenda to be issued on March 26.

It was noted that, once we have a clear picture of where the IAA is heading, it will be easier to have buy-in from member associations.

Action items

- Garth to submit a one-pager to SPSC on external funding
- Secretariat to survey member associations (*Secretarial note: an e-mail was sent to association correspondents on January 19, with a deadline of January 30 and a reminder was sent on January 27*)
- Kurt to circulate the updated 5-year business plan before the next SPSC meeting (*Secretarial note :the plan was circulated prior to the meeting*)
- Secretariat to add this item to the March EC agenda.

6. Other Business

Action item

The Secretariat was reminded to add the topic of membership of the SPSC to the January 31 EC agenda. (*Secretarial note: this has been actioned*)

7. Adjournment and Next Meeting

There being no further business to discussion, the meeting was adjourned at 12:55 pm EST.

Action item

The Secretariat will issue a Doodle to select a date for a conference call during the week of February 21. (*Secretarial note: this has been actioned*)

*Respectfully submitted,
Nicole Séguin*