

## **Medium- and Long-Term Strategic Plan beginning fiscal year 2008**

March 27, 2008

The Institute of Actuaries of Japan

### **1. Introduction**

As the actuarial environment changes, actuarial activities, too, are becoming more advanced, diversified and globalized. For actuaries in Japan to play an active role in such circumstances and to be suitably appraised, the Institute of Actuaries of Japan (IAJ) needs to take a strategic approach to the issues involved.

To this end, IAJ has shaped a vision of its future configuration, and developed strategic objectives based on it. IAJ has also prepared specific measures for the execution of this strategic plan, including a review of its financial condition.

As a result of these discussions, IAJ published "A Medium and Long-Term Strategic Plan beginning fiscal year 2008," indicating the direction of the Institute's future activities.

### **2. Vision**

IAJ's vision is that society recognize actuaries as professionals who contribute to the public interest, able to analyze problems concerning financial risk, and other uncertainties and contingencies, and propose solutions.

### **3. Strategic Objectives**

IAJ's strategic objectives for the achievement of its vision are as follows.

Strategic objective 1 (Contribution to the Public Interest)

To contribute to the public interest by playing an important role in solving domestic and international issues in which actuaries should be actively involved.

Strategic objective 2 (Enhancing professionalism and problem-solving abilities)

To clarify the competencies and capabilities, actuaries must possess in terms of knowledge, techniques, business ability and professional ethics, and to ensure that all members possess those capacities and maintain the quality of their actuarial services.

Strategic objective 3 (Enhancing organizational strength)

To enhance the governance of IAJ and improve its transparency in the managing of the organization for the purpose of achieving strategic objectives 1 and 2.

#### 4. Action Plans

**Strategic objective 1 (Contribution to the Public Interest)**

**To contribute to the public interest by playing an important role in solving domestic and international issues in which actuaries should be actively involved.**

- (1) To actively make proposals relating to issues regarding International Accounting Standards for insurance contracts and international standards for insurance regulation.
- (2) To expand the areas in which actuaries are involved by playing a core role in the wider field, such as in ERM (Enterprise Risk Management) and financial risk management.
- (3) To make proposals regarding such issues as retirement benefit accounting.
- (4) To actively make proposals in the area of social security from an actuarial viewpoint.
- (5) To facilitate the exchange of opinions with the authorities and associated organizations, and further promote the collection and sending of information.
- (6) To maintain and improve the IAJ's international standing as a leading member of the International Actuarial Association (IAA) by actively making international contributions.

**Strategic objective 2 (Enhancing professionalism and problem-solving abilities)**

**To clarify the competencies and capabilities actuaries must possess in terms of knowledge, techniques, business ability and professional ethics, and to ensure that all members possess those capacities and maintain the quality of their actuarial services.**

- (1) To restructure the examination and education system, by reviewing the knowledge, techniques, business ability and professional ethics actuaries must possess to meet the changing actuarial environment.
- (2) To improve continuing professional development in the context of both systems and work content, including the introduction of area-focused practical training for Fellows, and to consider making continuing professional development compulsory.
- (3) To identify standards of practice and what guidance notes need to be created based on priorities, and to develop them. To ensure through the use of such rules the maintenance of business standards among actuaries.

- (4) To accumulate knowledge as an organization through leveraging of industry-academy collaboration while having members acquire the latest knowledge in various fields by attending the seminars and partaking in research groups.

**Strategic objective 3 (Enhancing organizational strength)**

**To enhance the governance of IAJ and improve its transparency in the managing of the organization for the purpose of achieving strategic objectives 1 and 2.**

- (1) To clarify the system (PDCA cycle) which ensures that the activities of the committees are planned, executed, checked and responded to.
- (2) To improve the transparency and timeliness of decision making.
- (3) To boost publicity in order to achieve greater recognition of IAJ.
- (4) To be approved as a new public service corporation.