

Survey re IAA Strategic Plan

Q3 Do you have any overall comments on the IAA's strategic plan?

Answered: 20 Skipped: 8

Association	Responses
IFOA	Most of the feedback below is a reiteration of the feedback on the IAA strategy which the IFoA gave during summer 2016. We believe the IAA should focus predominantly on supra-national organisations. Further, we believe that IAA should commit more to support, facilitate and enable national associations.
SOA	<p>The SOA believes strongly in the importance of having a strategic plan and in completing regular updates, having just completed an update of our strategic plan for the years 2017-2021. As such we applaud the IAA's efforts in going through this process and acknowledge that it is a challenging but important exercise. With respect to the IAA's strategic plan, our general comment is that we believe the IAA should identify and focus on a core mission and not try to be overly ambitious in its goals or strategy. There are many worthy activities that the IAA could decide to undertake, yet given the reality of budget and resource constraints we believe there should be a focus on core activities that can be performed with excellence and a scaling back of the number of committees and working groups to a more manageable level. We also believe strongly in creating a culture of accountability for any organization. By this, we mean that all activities, even those deemed to be core, should be checked regularly to ensure they are still providing value to members commensurate with their resource consumption and that they should be continuously evaluated on an "outcomes," rather than an "activities," basis. In particular, we believe the IAA provides valued service in the following key areas: - Providing a forum for actuarial associations and members to share ideas and best practices, Establishing an appropriate minimum standard of education that helps define the actuarial profession and is reviewed and updated regularly to incorporate new developments in the profession globally, 2 - Requiring FMAs to maintain codes of conduct, standards of practice and discipline processes (in addition to the education point mentioned above) as part of maintaining a strong actuarial profession worldwide, - Representing the actuarial profession to a limited number of key supranational organizations, subject to appropriate governance by the members on how that representation will occur and what positions will be espoused, and - Providing resources (e.g. model standards, etc.) to smaller actuarial associations, particularly in developing countries, that do not have significant resources.</p> <p>Additionally, the SOA recognizes that the needs of the larger FMAs (such as ours) will naturally be different than the smaller FMAs. We understand there is a natural tension and acknowledge that it is important that the IAA balance the needs of the various members. Nevertheless, we believe it is critical for the IAA itself to recognize that these differences exist and that it seek to accommodate within its structure and operations the fact that different members draw different value from the organization and need to be served in different ways. More detail on our view about specific objectives are provided in the answers below.</p>
CCA	In general, the strategic plan is good. The focus should be on providing assistance to member organizations and input to supranational organizations that we identify to establish and maintain key relationships. We believe the IAA should not mandate standards and requirements to member organizations as that is the responsibility of the FMAs. In particular, the Mission Statement should not say "...develop education standards..."
Caribbean	<p>Strategic Objective 1 Given that the IAA is an association of associations it would be best placed to develop relationships with key supranational audiences. However, the CAA believes that it would be valuable if FMAs were given more input into the process especially in the identification and prioritization plans of the IAA. In terms of the provision of actuarial input in matters of importance it is critical that the input of the FMAs in the region in which such input is being given be part of the process of providing this information to the supranational organizations as this would be consistent with the other strategic objectives of the IAA. Strategic Objective 2 This is a critical objective especially for small FMAs. Many small FMAs would benefit from the IAA going a step further and providing technical assistance for research projects. Some of the areas in which FMAs would benefit from the IAA's assistance would be the development of project proposals, research tools and peer review. Strategic Objective 3 The Caribbean Actuarial Association does not provide basic actuarial education. Its members receive their basic actuarial education from other FMAs. The CAA believes that there is merit in having coordination in the curriculum required for persons who are pursuing the actuarial designation and supports the IAA in specifying that part of a basic actuarial curriculum that is universally applicable. However, it believes that FMAs are better placed to deal with the areas of ensuring that an actuarial education serves local needs continuing professional development guidelines and disciplinary practice as they are more aware of the issues facing actuaries in the areas where they work and live. The IAA's guidance or input in these areas is valuable at a high level. The CAA believes that the IAA's work on the development of model actuarial standards is of immense value to small FMAs that do not have the technical expertise or resources available to set standards of practice of their own. The CAA has been working towards converging its standards of practice with those of the IAA and has used the IAA's model standards to develop its new standards of practice Strategic Objective 6 The CAA believes that this objective is especially important in the developing world where there is a lack of awareness of the value of the actuary to the financial viability of the financial sector and to a sound regulatory environment.</p>
AAA	We believe the IAA should allow FMAs to innovate and provide products/services that may be used by other FMAs. The IAA can coordinate and facilitate the sharing of such information but should not duplicate or compete. The IAA's strategic plan has developed in a somewhat piecemeal fashion, with SOs being changed without reference to one another. Consequently there is some confusion and we believe conflict among some of the SOs, as noted below. We would prioritize the existing SOs as follows: SO 5, SO 4, SO 2, SO 6.
EC Member	Yes. Serving the public interest is of utmost importance. Add "and serve the public interest " after "in order to address changing needs" in the mission statement
France (Correspondent)	Yes. In the Vision statement and in the Mission statement, the terms « contributing to the well-being of society as a whole » and « in order to adress changing needs » are quite vague. The reference to public interest is only in Value proposition (« assurance that public interest is a priority of the profession ») and not in Strategic plan. We recomend to add « and serve the public interest » after « in order to adress changing needs » in the Mission statement.
France (Cttee Chair)	I think it could emphase more regarding brand, communication and ethic of our profession
Canada	Overall, the CIA agrees with the strategic direction of the IAA; however, more emphasis and attention could be placed on operationalization and execution of goals, as well as the establishment of performance indicators and measurement of progress towards goals. Any change in strategy should take into account the risks and the opportunities for the IAA and the profession.
Italy	The major focus of the IAA continues to be the IAA Strategic Plan. We do appreciate much this engagement. As well we appreciate being asked to answer this Survey. We have read once more the IAA Vision and Mission and reviewed its Strategic Plan at the light of the fundamental principles there expressed. We fully agree the principles that are directing the IAA activities in support of the Strategic Objectives. We have also considered, that IAA main aim is to promote worldwide "Role, Reputation, Recognition" of the profession as well to address its "Changing Needs".

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Germany (Council Delegate)	DAV agrees very much with the strategic plan and recognizes that the operational implementation is well established. For the time being DAV sees no need to change the strategic plan.
Germany (Cttee Chair)	I think the SP is sufficiently clearly worded
Netherlands	Overall it's seems to be ok, however we as AG would like to see a movement from the IAA towards society. We have a profession that deals with themes that have impact to our environment; why not let that environment know that we exist AND can add value.
Lebanon	no
Norway	No
Serbia	I belive it is good plan.
Japan (JSCPA)	It is not clear whether the order from SO1 to SO6 implies their priorities. If it does imply them, such meaning should be described, and the order should be reviewed. Strategic Objectives are closely linked with Action Plans. It is common that an action plan is set with its target period. We suggest to introduce the target period as five years.
Spain	We agree with it.
Denmark	We gave feedback in august 2016 and our view has not changed since then. Therefore we refer to our answers given back then.
South Africa	It would benefit from being more focused.

Q4 IAA's Strategic Objectives

Answered: 20 Skipped: 8

Answer Choices	Responses	
a. Do you have any suggestions for changes to the IAA's six strategic objectives?	80.00%	16
b. Are there any of the objectives that should be de-emphasized or even eliminated?	65.00%	13
c. Are there any of the objectives that deserve more attention than they are now getting?	80.00%	16
d. Are there any additional objectives the IAA should pursue?	80.00%	16

Association	a. Do you have any suggestions for changes to the IAA's six strategic objectives?
IFOA	We believe the IAA could think more about focusing its strategy. In practice, the current six strategic objectives (SO) could be rephrased and reduced: IFoA comment on SO3: this is a convoluted SO, with in fact two or three SOs blended into one; about education, regulation and standards. This makes this SO confusing and difficult to operationalize. Whilst we agree with Strategic Objective 3 (Education) and its action plan, we have concerns about priority #1, regarding the detail of standard setting and the possible dilution of educational standards which should be demonstrated by all FMAs. We refer to our comments in the related IAA education survey which we recently submitted. We also believe Priority no.2 should be deleted. As a recommendation, we would like more clarity from the IAA which Standards they see as a priority and a clear reasoning why. We believe that model standards should only be produced where they (1) address a material public interest risk; and (2) there will be demonstrable benefit to member associations in their being produced by the IAA. As another recommendation, having developed some high-quality standards (and with a number of others in the pipeline), the IAA needs to further encourage their adoption by member associations or other national standard-setters; In an increasingly global financial services world, the need for consistent and relevant standards of actuarial practice and conduct has never been greater. Consistent standards help us to fulfil our public interest responsibility to regulate our members internationally, and promote confidence in actuaries and actuarial work. IFoA comment on SO6: This SO sounds like an extension of SO1, and the two could therefore be lumped. We also urge the IAA to frequently and pro-actively communicate about the activities and achievements that contributed to achieving the all the SOs
SOA	We have combined our answers to questions 4(a)-(d) into one integrated answer, providing our views about each of the IAA's six strategic objectives below. At this time we do not have specific suggestions for additional objectives the IAA should pursue, but believe that if revisions to the strategy, as suggested below, were to happen, there would be a natural realignment of priorities and resources such that areas we believe to be core to the IAA's mission (as described in question 3 above) would get more attention. A major reason for not suggesting additional objectives is that we believe the IAA may currently be attempting to do more than its resources can support. We urge the IAA to seek greater focus on a few, important objectives and identify through this process (and through ongoing, continuous assessment) current activities which can be scaled back and/or eliminated. Our thoughts with regard to each of the IAA's current strategic objectives are set forth below. (Note that we have summarized what we believe to be the essence of each objective.) Strategic Objective 1: Develop relationships with supranational audiences to improve soundness of decisions with global impact The SOA supports this objective with amendments. We believe there should be focus only on key organizations (e.g. IAIS, IASB), and only with addition of a greatly strengthened policy vetting process, without which the IAA cannot be said to speak for all actuaries. Actuaries can provide a valuable resource to these organization by providing competent technical

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	<p>advice. However, this needs to happen with the appropriate context and vetting, particularly if IAA representatives are seen to be speaking on behalf of the actuarial profession. We are, for example, troubled by the idea of the IAA attempting to represent the global profession on technical matters before the IAIS or IASB without having in place a more rigorous policy development process in which all members' voices are heard and policy positions are adopted through transparent democratic processes. As we understand current IAA practices, individual committees develop such positions without reference to the larger body and such "positions" are not brought before the entire body (i.e., Council) for debate and adoption. We note also that we feel strongly that the IAA should focus on trying to develop relationships with just a few of the most important organizations/NGOs working on issues affecting our profession (perhaps no more than 4-5 such relationships). Trying to do more virtually ensures being ineffective in all of these relationships and we feel that the IAA has potentially already become over-extended in this area. Strategic Objective 2a: Facilitate expansion of scientific knowledge and skills of the actuarial profession through research. The SOA believes this objective should be rewritten to more accurately reflect an appropriate and potentially fruitful objective to serve as providing a "forum to facilitate" the expansion of scientific knowledge, etc. The IAA, with its limited resources (both from financial and staffing standpoints), cannot independently conduct its own research. We think the IAA can provide valuable opportunities for its members to coordinate, jointly publish, jointly conduct, etc., any number of valuable scientific activities that involve cross-border aspects. Recent textbook projects are a good example, but there are undoubtedly others as well.</p> <p>Strategic Objective 2b: Facilitate expansion of actuarial profession beyond traditional areas of practice. The SOA strongly seeks the expansion of the profession into new fields and is devoting significant resources of its own to this effort. However, we also believe this objective, as a goal of the IAA, should at most, be to "encourage" such expansion by supporting (where possible) the efforts of its member associations and by providing a forum where information about the successes and failures of such efforts can be shared widely. Where expansion beyond traditional practice areas has occurred, it has occurred as a result of particular national or regional markets and economic factors which tend not to be global, nor prone to being so, by definition. Moreover, the actual "facilitation" of expansion of the profession into new fields is very resource intensive and may not even be possible to be done by a centralized body. Where we have seen it occur, it has happened through the grassroots activities of entrepreneurs and entrepreneurial organizations, not by collective, global activity. We think the IAA's activities in this space should be limited to encouragement and awareness-building. Strategic Objective 3a: Establish common standards of actuarial education and principles of professional conduct. The SOA believes that this objective is central to the IAA's existence. Core to any profession is having defined qualifications or standards for education as well as a code of professional conduct and standards of practice. In our view, it is particularly true that a primary role of the IAA is to help ensure that there is a broad common understanding among actuarial organizations and users of actuarial services of what it means to be an actuary, regardless of country. Without such a common understanding, it becomes very difficult to speak of a "global actuarial profession" as anything like a reality. If one includes, for example, all the ways in which humans have attempted (or attempt) to treat illness and injury, it makes little sense to speak of a common, global "medical profession." Members of such a broad collection would not recognize many others as being in the same profession at all. Similarly, we believe the IAA should view as one of its primary functions the development and maintenance of a common, global concept of what an "actuary" is. That requires the IAA focus on developing and promoting common concepts of education (including minimum standards), professional conduct and discipline, and professional standards. Should the IAA cease to emphasize these elements, we believe the organization would lose authority in representing the actuarial profession on a global stage and the value to the actuarial profession worldwide would be greatly diminished. Under the principle of subsidiarity, these are core activities which cannot be done effectively by any one FMA without a global forum. Strategic Objective 3b: Promote actuarial standards ... and the global convergence of actuarial standards. We are less comfortable with this second element of objective three. The meaning of "global convergence of actuarial standards" is not fully clear and could be open to interpretation. Convergence of international insurance standards in the context of IFRS may be desirable to some or even many, but convergence of nationspecific pension or social security standards is unlikely and inappropriate. While we believe the IAA should work to encourage FMAs to have actuarial standards (i.e. promoting development) and can provide assistance through sample or model standards (especially in less-developed markets), we also recognize the reality of diversity in national approaches to the issue of practice standards and the potential that IAA activity in this area will be judged by some (or many) as violating the principle of subsidiarity. Strategic Objective 4: Support the profession in areas of the world where not present or fully developed. The SOA fully supports this objective and continues to be interested in furthering its execution via the activities of the Advice and Assistance Committee, and, via appropriate partnerships and collaborations between our own activities with local associations, other stakeholders, and other members of the IAA. We believe the IAA can do much good by supporting the efforts of developing new societies to achieve full professional organization status and (importantly) by working to support and encourage the efforts of those of its members who are similarly involved in such efforts, for example, through the efforts of the Advice and Assistance Committee, Actuaries Without Borders, or by working directly with IAA FMAs who may be active in developing countries. Strategic Objective 5: Provide a global forum for discussion among actuaries/associations. The SOA fully supports this objective. We think it is one of the most important roles the IAA currently performs and will perform in the future. We think there can and should be periodic rethinking about how this objective is achieved. For example, we think there are steps which might be attempted to strengthen the quality and depth of discussions among IAA members, to foster new types of discussions, and to bring divergent viewpoints into the discussions. These might include changing the future structure of meetings, opening up new opportunities for conversation among members, changing the way in which Council conducts its meetings, changing the structure of the Presidents' Forum, or other ideas that could be attempted to foster fruitful opportunities for global communication. Strategic Objective 6: Improve recognition of the actuarial profession among external audiences. Other than IAA relationships with IASB, and IAIS and a few selected others, the SOA does not believe the IAA is organized to carry out this objective, given national and regional conditions which greatly differ, and, the very fulsome activities of its own FMAs. We recognize the work which has been done to date and have no significant concerns with the materials recently developed to serve as a resource for smaller member associations. That being said, we do not feel this is an activity which will ultimately prove fruitful for the IAA and think it should be dropped as a strategic objective of the IAA.</p>
CCA	<p>SO3 – Establishing and maintaining standards of actuarial education and principles of professional conduct is the responsibility of the FMAs. The IAA should promote widespread adoption and coordination of such standards and principles. Monitoring FMAs should not be an IAA responsibility. We suggest Strategic Objective 3 should read as follows: Establish and promote guidelines of actuarial education and common principles of professional conduct. Promote the development and issuance of actuarial standards in all jurisdictions. Priorities/Action Plans 1. Promote a recommended set of continuing professional development (CPD) guidelines. 2. Promote a common understanding of the principles of professionalism, including code of conduct and disciplinary procedures. 3. Develop model standards of practice.</p>
AAA	<p>We believe SO 1 is encompassed and subsumed by a part of SO 6 (i.e., our work with "supranational organizations" is only for the purpose of improving recognition of the profession globally, we do not support a view of the IAA as an independent supranational organization by itself but only a voice of all the members that comprise it, each of which has very different national interests). In addition, SO 3 is a part of SO 5. SO 5 could be strengthened to make clear that, in addition to providing discussion forums, we also provide resources (e.g., model standards) to our member associations. The emphasis must be on creating a welcoming forum for open discussion, not in creating a set of rules and regulations to monitor member activities.</p>

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Canada	<p>All of the objectives are essential; however, as noted earlier, we could be better at execution of the strategy. Specific comments with respect to each objective are provided below. SO #1: Look at ways in which the IAA's input and relationships can be more effective. Emphasis should be on providing thoughtful input and influencing outcomes, with the perspective of the recipients in mind. At times, written input provided is unwieldy, attempting to touch all bases rather than focusing on key points with specific suggestions. The IAA needs to be a stronger, more articulate, more influential voice with key supranational organizations, particularly the IASB and the IAIS. SO#2: The IAA at times is too internally focussed. Additional work is required to promote the profession and its skill set if we are to increase awareness and expand opportunities for actuaries. In spite of the stated "wider fields" element of this objective, the IAA had been slow on emerging areas of practice; however, the current initiatives on banking and big data are promising. Keep momentum and strong support for these working groups. Hold committee chairs accountable for results and deliverables. The "marketing" of CERA has been far too inwardly focussed. The CERA strategy should be revisited to market it to external rather than internal audiences. The IAA could consider a campaign to promote actuaries. SO#3: Clarity and consistency is required regarding the role of the IAA on education and continuing professional development requirements. The IAA should have a baseline from which it operates with respect to governance before specific action plans are made. Given the increasing importance of globalization in the regulatory (IAIS with its Insurance Capital Standard) and accounting (IASB with IFRS) arenas, it is important that our profession respond in kind where appropriate with standards; otherwise, we risk ceding more ground to those other authorities or to other organizations like the International Valuation Standards Council (IVSC). This is a very important issue for many member organizations, large and small. Given that this is a contentious topic for some organizations, better communication or positioning of what is intended by convergence of standards could help achieve greater support. For example, inserting the words "where appropriate" may help alleviate some concerns. SO#4: This objective is admirable, but needs to be backed up with more specific activities. The Advice and Assistance (A&A) Committee is charged with much of this, but as on many committees, members may have limited time to devote to this area. The A&A needs to better leverage Actuaries Without Borders, in which there are ready, willing, and presumably able volunteers wanting to help. The IAA could consider allowing the host organization or another organization to not only set the agenda for the Presidents' Forum as is currently the case, but also to chair the forum. For example, in Budapest, the Forum could be chaired by the Hungarian association's President, whereas in Berlin, given the German Actuarial Society's (DAV's) increased responsibilities related to ICA 2018, another member organization could be invited to set the agenda and chair the meeting. A rotation between large and small organizations could also be considered. SO#5 This is one of the core functions of the IAA. The objective 5.3 on encouraging regional contact and cooperation among member associations should focus on parts of the world where the associations, due to their small size or recent creation, have difficulties being recognized locally. Again, the IAA could consider allowing the host organization not only to set the agenda for the Presidents' Forum as is currently the case but also to chair the Presidents' Forum. SO #6 There is some overlap between this objective and others; however, it is useful to keep the objective to emphasize its importance. The issue of branding is implicitly tied to the issue of clarity on the overall role of the IAA. There is the brand of the profession, the brand of the IAA, and the individual brands of each of the member organizations. Each should be respected for their individual purposes; however, if the IAA is representing the profession in supranational forums, it should have a consistent brand that is supported by and used by its member organizations on an as-needed basis. The IAA could consider a campaign to promote actuaries.</p>
Italy	We haven't any suggestions. In our opinion IAA Strategic Plan is moving in the right direction
Germany (Council Delegate)	DAV sees no need to change the six strategic objectives.
Germany (Cttee Chair)	no
Netherlands	no, see above.
Lebanon	no
Norway	See b.
Serbia	No
Section Chair	They are good, no suggested changes.
Japan (JSCPA)	We recommend to add a short title to each SO, by which its concept will be clarified and whole SOs will become more comprehensible.
Denmark	See answer to question 3
South Africa	We should have at most 4 strategic objectives.

Association	b. Are there any of the objectives that should be de-emphasized or even eliminated?
IFOA	IFoA comment on SO1: Under SO1 Priorities, IAA could consider deleting no. 4 IFoA comment on SO2: This is (or should be) a strategic objective of the FMA's themselves, not for their umbrella association. IFoA comment on SO4: It is for the FMAs themselves to promote the development of actuarial profession around the world. We would like the IAA to come with a plan how to facilitate FMAs in their international development, with clear scope regarding priority geographies, topics, etc.
CCA	As noted above, SO3 should be modified.
AAA	We believe SO 6 should be primarily FMA-driven; the IAA can help coordinate and facilitate (work with supranationals being an example of how the IAA can coordinate and facilitate).
Canada	No objectives should be eliminated or de-emphasized. They are all important; however, they need better action plans to execute.

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Italy	<p>The set of the Strategic Objectives (SO) and their relevant Actions contribute to realize the Strategic Plan. The SO1 is very important for all the FMAs (Our Association has not the capacity to carry forward this strategy by itself). At the same time we observe that the SOs have a dependence among them. For example SO1 is linked to SO 2,3,4. If the IAA major focus continues to be "the profession is considered as major player in decision making process in the Social Protection and in the Management of the Risk", how could IAA keep its engagement of strengthening the relationship with key supranational audiences without doing the Actions Plans provided for in SO2, SO3 SO4? These strategic objectives concern quality of actuarial services, education, professionalism etc. A comment: for pursuing its aims the IAA has to trust the FMAs. It is necessary then the FMAs assume their own responsibility with respect to IAA Strategic Plan.</p>
Germany (Council Delegate)	See above.
Germany (Cttee Chair)	no
Lebanon	no
Norway	Yes, objective 1: Less work against supranational organizations Objective 6: De-emphasize Branding
Serbia	No
Japan (JSCPA)	It will be appropriate to rearrange SO1 as one of action plans of SO6. It is not appropriate to take SO1 itself as one of the main objectives. Approaching supranational organizations too much enthusiastically will seem to be a one-sided love and is undignified, which might result in the IAA and actuaries being underestimated. In SO2, the meaning of 'traditional area' is not clear, and it should be reviewed whether to make special mention of ERM in SO2.3. It is not appropriate to raise CERA in SO2.3. We think the IAA has few things to do for it.
Denmark	see answer to question 3
Association	c. Are there any of the objectives that deserve more attention than they are now getting?
IFOA	IFoA comment on SO5: We believe the IAA does not have sufficient resources to deliver on this SO in practice.
CCA	SO4 and SO5 should be emphasized more. Expansion of the profession to more geographies and enhanced communication among the FMAs would be very beneficial.
AAA	As noted above, we place great importance on SOs 4 & 5 and feel that IAA we could allocate more of our resources to those objectives.
EC Member	Yes. Give more attention to new or emerging ways to address traditional objectives pursued by actuaries m, for example data science
France	Yes : In Objective 2, more attention should be given to emerging tools (as data science) that are usable for the same purpose as traditional actuarial knowledge
Canada	No. As stated previously, the objectives are appropriate and important; however, operationalization and implementation are weak points of the IAA.
Italy	We would like to suggest to deserve much attention to the following points: SO2 priority 4, SO3 priority 5, SO5 priority 2 (considering the Committee Meeting as a "Forum for discussion" we would like to suggest that the Committee Members are encouraged to more actively participate in the Meeting). Language issue?
Germany (Council Delegate)	See above.
Germany (Cttee Chair)	not that I am aware of
Netherlands	see above.
Lebanon	no
Norway	No
Serbia	No
France	Strategic objective 6 - especially the point 2 deserve more attention based on new evolution, specifically regarding data (access to the data, in health sector, this point is really important). Actuaries should be recognized as the best profession to have access to health data
Japan (JSCPA)	SO5 should deserve more attention.
Denmark	see answer to question 3
Association	d. Are there any additional objectives the IAA should pursue?
CCA	The CCA believes the Strategic Objectives listed, with the modifications suggested, build on the strong mission and vision for the IAA.
AAA	No
EC Member	Yes: make sure FMAs give enough emphasis and attention to the consideration of public interest by their FQAs

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France	Yes : Make sure Full Member Associations are organized and operate in a way that contributes to the service of the public interest, and help their members to permanently consider and serve the public interest while acting as actuaries.
Canada	No; there is sufficient work to be done under the current objectives.
Italy	No, one addition objective at the present.
Germany (Council Delegate)	See above.
Germany (Cttee Chair)	none that I am aware of
Netherlands	see above.
Lebanon	no
Norway	No
Portugal	To establish the actuarial profession as a reserved profession, like doctors, lawyers, etc
Serbia	No
France	We can really build a brand, it is more based on external presentation, being involved in more and more areas where our skills are needed and communicate on that will help to build our brand as a consequence
Section Chair	The items listed at the Council meetings are good: improve collaboration with FMAs, improve focus and efficiency, direct energy toward most important strategies & initiatives
Denmark	see answer to question 3

Q5 Are there any developments, either in your association or in the global actuarial profession, that you feel should be addressed in the IAA's strategy review?

Answered: 17 Skipped: 11

Association	Responses
IFOA	The global nature of the IFOA means that consideration of international needs and impacts feature prominently in the development of its key areas which are education, member support, regulation, and thought leadership. This is done through proactive collaborative engagement with other actuarial bodies and regulators. The IFOA is moving towards providing more support to its members across the globe by fostering strong local communities around the world and by increasing the global accessibility of its support and learning content. While there are various local geographic influences and constraints that cannot be ignored, we will continue to play our part in the development of actuarial standards and guidance through active participation in the work of the IAA. We are keen that standards are principlesbased and satisfy the following principles – that they are targeted (at relevant risk(s) to the public interest), proportionate, consistent and clear as to the obligations which they are intended to confer. The IFOA will also continue to play its part by representation on various IAA committees on which it sits to continue to further actuarial science globally. Our approach has been to acknowledge the good work being done within the IAA and to be good corporate citizens promoting actuarial science worldwide. We also strive to work with other national bodies to maximise the effectiveness of the IAA.
SOA	We continue to feel strongly that the IAA should focus on a few core objectives that are achievable within the bounds of its mission and resources. We have noted previously and in other forums our thoughts about the development of a new education syllabus as well as our thoughts on each of the current strategic initiatives above. In line with Objective 5, we think the IAA might be able to provide a useful forum for discussions among members about developments in actuarial research. We do not see this as a matter of the IAA itself becoming a research organization or, typically, a sponsor of coordinated research (although there may be exceptions). Nevertheless, as a scientific research body, we believe we might find useful having an opportunity at IAA meetings to exchange ideas about research topics, approaches, and issues with other similarly-inclined organizations.
CCA	The impingement on our field by other scientific areas, such as financial engineering. We should also expand the definition of what an actuary does and is most qualified to do. Questions 6 through 9 are the ideas presented for discussion at the Council meeting in Cape Town. These ideas were developed by the Executive Committee and the Strategic Planning Subcommittee in a day-long externally facilitated planning session just prior to the start of the IAA committee meetings. We are now presenting the same ideas and asking the same questions of all IAA Council members.
AAA	It has become evident that global associations (primarily educators) that are FMAs have a different perspective than the national association FMAs. Both groups are important parts of the IAA but the difference in perspective should be explored and understood.
EC Member	Yes. The rise of data science and artificial intelligence. The emergence of new categories of actuaries like CAA qualification holders
France	Yes : The emergence of big data and artificial intelligence The emergence of new categories of actuarial professionals like CAA qualification holders

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Canada	<p>Work on operationalization and execution of objectives as well as measurement of progress towards goals. Look at whether current committee structure is effective to achieve goals and hold committees accountable for results within a specific time frame. Make chairs and vice-chairs accountable for results and replace them if results are not delivered.</p> <p>Rationalization of the efficiency and effectiveness of committees may also help reduce the burden on IAA staff. Develop strategies to get more involvement by smaller associations. Names seldom come forward. Consider regional representation/spokespersons. Look at IAA staff complement and capacity. There does not seem to be enough support or project management for committees. Addressing this issue could help with execution of objectives. In general, the IAA needs to be a stronger, more influential and more articulate voice on international matters. It should ensure that it has the infrastructure and the resources to achieve this. The profession needs to be proactive; otherwise, the profession could be at risk of ceding ground to others.</p>
Italy	We observe that some Association face difficulties in implementing the result of IAA actions. For example communication to their members and stakeholders, implementation of the New Syllabus. In our opinion it would be opportune to encourage them, to help them if the case, to be more pro-active in funding the appropriate solutions for their Associations.
Germany (Council Delegate)	DAV sees a need for a strong entrepreneurial leadership of the EC and the Officers towards the Committees, Subcommittees, Working Parties etc. DAV acknowledges the growth of the IAA organization over the last years and questions whether the "intellectual leadership" via ToRs and reviews by SPS and EC is sufficient. DAV sees a need for a more economic approach in addition to the existing leadership framework via questions like "is it affordable?", "do we really want to pay for it?" in a formal budget approach for each Committee, Subcommittee, Working Party, etc. in the dimensions of support by the Secretariat, meeting costs etc. The automatic chain "finding a new challenge for IAA, needs a new Committee ..., needs support, causes an additional budget" should be interrupted. Entrepreneurial questions like "what do we give up, when we face the new challenge" need to be given more emphasize.
Germany (Cttee Chair)	the IAA should continue to act as a facilitator and not a dictator.
Netherlands	Yes there are! In The Netherlands we are facing with an environment that is changing exponentially. We as an association have to change with that same speed. Traditional actuarial work is changing and decreasing, so we have to adapt. Data Analytics is such an area we have to develop skills we have not yet have in our bagage. We have to define: 1 which areas we have to develop and 2 which areas we can add value as well and that is not the financial industry.
Norway	No
Switzerland	In order to be able to pursue Objective 6 (Brand), Objective 3 should be enhanced. Association with full membership in the IAA should prove that minimum standard re education and professionalism are continuously satisfied within their organisation.
Serbia	No
France	At local level, we are moving forward two points which seems to be important and could be (don't really know other locals initiatives) develop at the international level (a common practice) : - knowledge of the deontology code, code of conduct > an online training will be develop in France to help "new" actuaries to really understand that point (we can notice this type of practice within Firms like Deloitte, PwC ... which trained their consultants to understand professionalism ... - health data : we are working on a specific point to add to our code of conduct (as an appendix or something else, not defined yet) on "how to treat health data ? What are the responsibilities for an actuary when he has access to health data", all subjects which will help our profession to be recognized to have access to these data (be legitimate for that access). > which will help the public at the end.
Section Chair	The Development of Section Task Force has lots of activities under way and we would appreciate the EC's full support and assistance in carrying them out - to promote and increase awareness of the Sections to the IAA and FMAs. And we have to start with the IAA first!
South Africa	The competitive position of the actuary, particularly in the light of the rapid developments in the field of data analytics.

Q6 What is your reaction to each of the following possible changes to rationalize the IAA structure?

Answered: 27 Skipped: 1

Answer Choices	Responses	
a. Fewer committees, subcommittees, working groups, etc. (from approx. 65 to xx?)	96.30%	26
b. Align committee structure with strategy	96.30%	26
c. More use of time-limited or project-limited task forces	92.59%	25
d. Do you have other ideas?	59.26%	16

Survey re IAA Strategic Plan

Association	a. Fewer committees, subcommittees, working groups, etc. (from approx. 65 to xx?)
IFOA	We believe that the IAA's structure should follow from the (revised) strategy. Once the IAA has reviewed and adapted the strategic objectives, the committee structure will follow from that.
SOA	Paring down the current list of 65 or more committee, subcommittee and working groups is an immediate and longoverdue change which the SOA would applaud. There are currently too many committees and the IAA has insufficient resources (financial/staff) to be able to effectively support this large number. Criteria to choose which committees and other groups to combine or eliminate could include an examination of the frequency and external relevancy of their output(s), turnover and engagement measures of its participants, and an outcomes-based (not activities-based) assessment of their accomplishments.
CCA	Fewer groups would likely be beneficial. Reductions should strive to eliminate overlapping responsibilities and groups that are not active or that must search for work to accomplish.
Caribbean	We believe that individual committees, subcommittees, working groups should be evaluated on their own merit. While rationalization of committees is attractive, the goal should be to organize the IAA so as to best achieve its strategic objections as opposed to simply reducing the number of committees.
AAA	Fewer is better but there is no optimal number. (Sub)Committees need to be developed to do substantive work and have resources available to succeed.
EC Member	Yes
France	Yes
Canada	Yes, where it makes sense, but ensure that while reducing the numbers, the remaining committees are highly relevant, highly efficient and effective, and have appropriate support.
Italy	In our opinion if the exiting Committees Sub Committees, Working Groups etc are productive and efficient in respect both of their own objectives and of the IAA Strategy, for what reason should their number have to be reduced? But their efficiency needs to be monitored.
Germany	We are in favor of this idea. There also should be a view, what work can / should be done in the Sections and what (core) work should be done in the committee structure.
Netherlands	Less is more; we have to focus and define the major themes!
ACA	This is a positive - and necessary - step.
Lebanon	fewer committees and so on
Norway	Yes
Switzerland	agree 35-40 seems more managable
Portugal	yes
Ireland	Support a reduction but no view on "right" number
Serbia	I support it if it is small change.
France	fewer committees could be great, especially when there are overlaps.
Finland	Mixed reaction/Not so much in favor: fewer committees etc. means more efficiency but what are the topics that should be left without committee, WG, etc.
Section Chair	I am not sure if it's meaningful to assign a number. It's whether the Committees are active or passive and if their work is align with the strategic objectives.
Japan (JSCPA)	Disbanding them should be considered proactively when their target has been fulfilled or mostly disappeared. Suspending their activities may be an alternative. And, it should be noted that each one of them does not have to have its meetings biannually.
Spain	We support it
Germany (Cttee Chair)	ok where there is broad relevant consensus, reductions should take place
Denmark	Agree
Japan (IAJ)	We need to try to leave minimum functions that are truly necessary for the IAA.

Association	b. Align committee structure with strategy
1	See answer a.) above

Survey re IAA Strategic Plan

SOA	All committees should be able to either point to some element of the IAA strategy that supports their mission and objectives, or outcomes they produce that support the accomplishment of the IAA's strategy and/or that support good governance of the IAA.
CCA	We support this idea.
Caribbean	Agreed
AAA	We believe the IAA is attempting to do this with workplans, but EC perhaps need to be more connected with (sub)committees.
EC Members	No, Committees are not task forces, many have permanent role including relation with international organizations as IASB
France	No. Objectives are transverse. Committees have to be organized in a way that helps answer easily to consultations of international bodies as IASB or IAIS
Canada	Yes, this should be happening already.
Italy	It is a right rule to align the Committee structure with the strategy.
Germany (Council delegate)	In favor
Netherlands	fully agree; we have a tree that does not like a tree anymore.
ACA	Each committee should have a clear purpose, clear remit, and possibly a finite lifetime. Any committee that is proposed to be created should have aims consistent with the strategy.
Lebanon	yes
Norway	Yes
Switzerland	agree
Portugal	yes
Ireland	Yes
Serbia	It is very important to do this.
France	don't see the point. Committees are based on skills, strategy is to give the path to follow and objectives
Finland	Good idea: monitoring the strategy and achievements would be easier
Japan (JSCPA)	We think this is a good idea. It will be expected to imply by this that each committee has its main SO, and does not have to cover all SOs.
Spain	We agree with it
Germany (Cttee Chair)	this is a must
Denmark	Agree
Japan (IAJ)	Agree.
South Africa	Strongly agree

Association	c. More use of time-limited or project-limited task forces
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Survey re IAA Strategic Plan

IFOA	When appropriate. Time limited activities in certain cases would make processes, results and outcomes more transparent and visible
SOA	We also would specifically encourage the use of time-limited or project-limited task forces, which by their very definition are intended to be temporary. This could provide the added benefit of increasing volunteer participation, since volunteers are more likely to commit to a time-limited project than an open-ended commitment. We have seen this trend in our own organization and increasingly find ourselves using time-limited or "sunsetting" task forces to accomplish our objectives. Having a deadline to accomplish any task is very helpful. At the very least, there must be a rigorous process for evaluating both existing and any proposed new committees/task-forces, that includes a critical analysis of the outcomes of the group AND whether the IAA has resources to support the group. There will undoubtedly be instances in which attractive ideas cannot be taken on if the IAA is to keep focused on its core strategy and objectives and ensure its effectiveness and value to members.
CCA	We support this idea.
Caribbean	Agreed
AAA	Agree -- if EC does not see long-term purpose, should definitely be established as a TF, and the EC needs to be attuned as to when the TF should be dissolved.
EC Member	Yes
France	Yes
Canada	Yes.
Italy	More use of project limited Task Force would be preferable but the choice depends of several factors and must be done case by case.
Germany (Council Delegate)	In favor
Germany (Cttee Chair)	ok where there is broad relevant consensus
Netherlands	Fully agree; it is about impact and not about discussions.
ACA	See answer to b above. Committees should continually examine their purpose and remit and, if the moment or project has passed, the committee should disband
Lebanon	yes
Norway	Yes
Switzerland	agree
Portugal	yes
Ireland	Yes where appropriate
Serbia	OK
France	Task forces are the best way to address specific subject (link to actuality for example) with different actuaries coming from different committees or not (depending on the project).
Finland	This is a good compromise to the option a
Japan (JSCPA)	We support this.
Denmark	Agree
Japan (IAJ)	Agree.

Survey re IAA Strategic Plan

South Africa	Strongly agree
Association	d. Do you have other ideas?
IFOA	We believe the IAA should find ways to better 'connect' its committees, subcommittees and working parties with the FMA's. This would result in the FMA executive to give better infrastructural support. Connection could for example be done by the relevant member of the FMA executive being copied in to relevant committee emails.
SOA	None, beyond those listed above.
CCA	Work towards eliminating the perception that the leadership is an "old boys club".

AAA	Once the mission and strategic objectives are finalized, we recommend reviewing the governance and structure of "statutory" and limited committee membership appointments with an eye toward how to best implement the strategic objectives.
France	More use of cons calls between Committee meetings
Canada	See ideas under question 5 regarding staff support and efficiency and effectiveness of committees. Strive for clarity of roles and avoid duplication of effort/discussion across committees.
Italy	The IAA Organization Chart 2016 and the IAA Staff Organization appear designed with rationality and ready to be changed according to eventual new needs.
Germany (Council delegate)	There should be a restricted budget (man-power and money) for the committees in total and another budget for projects.
Germany (Cttee Chair)	we should think harder about additional revenue sources
Netherlands	yes -
Norway	Not all committees, working groups etc. need to meet twice a year. Less items on agendas
Portugal	vice-chair should write teh minutes of the meeting and distribute them to all members and observers; small associations cannot be everywhere , but want to know what is going on.
Serbia	No
France	Task forces have to be considered to avoid to increase the number of committees. Also, task forces is really good to address on short term basis a specific project, deliver something and then communicate shortly. Less heavy, more efficient. Committees could be more focus on deeper projects and also great place to share experiences, initiatives from the difference task force ...
Section Chair	I think we all need to be reminded about being efficient, and whether we are doing what we are supposed to do (align our work with strategic objectives). It would not hurt to be repetitive about reminding the Committees and Sections about that. It would be good to highlight certain Committees work at Council meetings if they have done some outstanding work (other than the ones that already have a lot of exposure such as Education, Actuarial Std, Audit & finance).
Denmark	see answer to question 3

Q7 What is your reaction to each of the following ideas to improve collaboration between the IAA and FMAs?

Answered: 26 Skipped: 2

Answer Choices	Responses	
a. Seek input from FMAs on significant new initiatives	92.31%	24
b. Seek involvement of FMAs where relevant	88.46%	23
c. Solicit ideas and reactions from FMAs	88.46%	23
d. Do you have other ideas?	65.38%	17

Survey re IAA Strategic Plan

Association	a. Seek input from FMAs on significant new initiatives
IFOA	Yes, this would create more early sight and buy-in and from FMAs
SOA	The SOA strongly supports further effort by the IAA on each of (a), (b), and (c) above. We would like to be more involved at an organization level in such matters than we currently feel we are and we suspect other FMAs feel the same. We believe that there are barriers today within the IAA to effectively involving all FMAs in IAA decision-making, including the vetting of new initiatives, decisions about how to allocate resources to activities, and understanding of how to become involved in IAA governance. Several relatively simple rule and practice changes could begin to alleviate the problems we see. Although final adoption of some decisions is made at the biannual Council meetings, delegates often have little time to review contemplated actions, and rarely is there enough time to thoroughly debate them. Members of the IAA leadership regularly tell us that the most important decisions are made in the Executive Committee. The Executive Committee itself is not structured as a representative body of the members (as many similar association boards are), but rather as individuals who represent the institution or their own views. Thus, member opportunities to influence the direction of many important decisions are limited. Actions aimed at increasing decision-making transparency as simple as the prompt publication of thorough reports from Council and Executive Committee meetings; elimination of closed-door meetings for any reason other than consideration of private HR or personnel issues; and, increased use of quick-strike polling on proposed new initiatives near inception and between the biannual Council and Committee meetings, would all go far.
CCA	We support this idea.
Caribbean	Agreed
AAA	Certainly
EC Member	Yes, but IAA is more important for small associations than for the bigger ones
France	Yes. On one hand, seek input of large or well developed associations. On the other hand, the risk of over representation of big associations will then have to be managed
Canada	Yes. Seems obvious.
Italy	We agree the new initiative have to be shared
Germany (Council Delegate)	In favor, and input should also be sought from regional associations like AAE.
Germany (Cttee Chair)	this is a must
Netherlands	fully agree
ACA	Yes - a positive step.
Lebanon	yes
Switzerland	ok, if efficiency of IAA does not decrease
Portugal	Yes
Ireland	Yes although responses (from smaller associations at least) may be limited
Serbia	OK
France	We should always encourage sharing ideas, and understand FMA needs and comments
Finland	Good idea but could be quite burdensome for small associations
Japan (JSCPA)	We think this is a good idea.
Spain	We support it
Denmark	Agree
Japan (IAJ)	Agree.

Association	b. Seek involvement of FMAs where relevant
IFOA	Yes
CCA	We support this idea.

Survey re IAA Strategic Plan

AAA	Certainly
EC Member	Yes
France	Of course
Canada	Yes, of course, but then not just from a few; make this a broad initiative.
Italy	We fully agree
Germany (Council Delegate)	In favor (also AAE-like associations)
Germany (Cttee Chair)	This is a must
Netherlands	fully agree
ACA	Yes - seek but do not necessarily demand involvement
Lebanon	yes
Norway	Yes
Switzerland	ok, if efficiency of IAA does not decrease
Portugal	Yes
Ireland	Yes - with same comment as above
Serbia	OK
France	Yes, the more they will be involved, the more they will feel within IAA and understand IAA as a common place to work together and understand IAA added value.
Finland	yes
Japan (JSCPA)	While FMAs may offer human resources from their members in volunteer basis to the IAA activities as so far, it is questionable that selected FMAs themselves are involved to the IAA activities.
Spain	We support it
Denmark	Agree
Japan (IAJ)	Agree.
Association	c. Solicit ideas and reactions from FMAs
IFOA	Yes
CCA	We support this idea.
AAA	Certainly
EC Member	Yes
France	Always
Canada	Yes, of course, but then not just from a few; make this a broad initiative.
Italy	We fully agree

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Germany (Council Delegate)	In favor
Germany (Ctee Chair)	this is a must
Netherlands	fully agree
ACA	Yes - a positive step
Lebanon	yes
Norway	Yes
Switzerland	ok, if efficiency of IAA does not decrease
Portugal	Yes
Ireland	Yes
Serbia	OK
France	yes
Finland	Good idea depending on the frequency
Japan (JSCPA)	This is a matter of course, as so far.
Spain	We support it
Denmark	Agree
Japan (IAJ)	Agree.
Association	d. Do you have other ideas?
IFOA	No
SOA	Going further, we would support future discussion among members about whether the set of decisions currently being made by the Executive Committee, or the Officer Group, can be further limited with more decisions being given to Council to decide. We suggest also that a future consideration of whether the Executive Committee itself should be restructured as a body of representatives of the members would be in the best interests of the IAA and its future. These are important governance questions and we recognize there will be a wide range of perspectives and models from which to choose. Nevertheless, we think such discussion could be quite valuable for the IAA and foster greater commitment from its members in the future.
CCA	The above ideas are essential for any membership organization. To fail to seek input, involvement, and solicitation of ideas from FMAs would be detrimental. In addition, FMAs should be Involved in setting the priorities of the IAA.
AAA	The IAA needs to recognize that although a committee (particularly EC) delegate may be a member of an FMA, that does not mean that individual represents the views of the FMA's leadership. The structure of "statutory" and limited committee membership appointments has included warnings from IAA leadership that appointees do NOT represent their home associations, and yet they are appointed to these committees in order to provide the perspective of those same associations. This bifurcated expectation may have worked in the past, but given overlaps and competition among global FMAs, this construct does not seem to work any longer.
Canada	Regional representation to ensure involvement by smaller organizations.
Italy	A form FMAs cooperation consists in safeguarding the quality of the Actuarial Services in their Countries.
Lebanon	To make sure the all regulatory bodies understand that FMA's are vetted equally to become members of the IAA.
Portugal	Create a "client manager" for each group of FMAs not represented in executive board
Serbia	No

Survey re IAA Strategic Plan

France	Encourage exchange with some expert within specific areas : on health for example, understanding the pharmacy industry can help us to understand how we can bring our skills, understand the value that we can bring. sharing the different type of view (angle of view).
Finland	At the moment committees, WGs, etc. produce great reports. Maybe they could at the same time produce readily available presentations that could be used in FMAs own meetings in order to share the knowledge.
Section Chair	All of the above are good ideas. Each FMA has its own objectives, interests and priorities, does IAA have a good sense of what they are? Would it be feasible to have dedicated IAA liaison to the FMAs, may be an individual from the Strategic Planning be paired with a few FMAs along with secretariat support?
Spain	Don't suppose that supporting initiatives which are interesting for big associations, or for associations with some characteristics in common, are good for other associations
Germany (Cttee Chair)	no
Denmark	See answer to question 3

Q8 What is your reaction to each of the following ideas to improve the focus and efficiency of the IAA?

Answered: 24 Skipped: 4

Answer Choices	Responses	
a. Develop process for critically screening new projects (Screen for "fit" with the IAA's objectives and priorities)	91.67%	22
b. Ensure energy is directed at the most important initiatives (understanding that IAA resources are limited)	95.83%	23
c. Be willing to turn down new project ideas	91.67%	22
d. Do you have other ideas?	50.00%	12

Association	a. Develop process for critically screening new projects (Screen for "fit" with the IAA's objectives and priorities)
IFOA	Yes, decision on starting projects according to generally accepted project management principles (such as PRINCE2 or other) would allow for better selection of projects and also increase the quality of projects selected.
CCA	We support this idea.
AAA	Agree, but also must determine if appropriate resources are available.
EC Member	Yes
France	Yes. Certainly one of the duties of the Comex
Canada	Yes, definitely. This should be part of core operations.
Italy	We fully agree
Germany (Council Delegate)	In favor
Netherlands	agree
ACA	This should happen more routinely under a more focused committee structure
Lebanon	agree

Survey re IAA Strategic Plan

Norway	Yes
Switzerland	agree
Portugal	yes
Ireland	Yes this is essential
Serbia	Very good idea
France	process should be implemented to increase efficiency especially when actuaries (volunteers) are involved on projects. I developed a process for the OECD review, and I think tis help to be more efficient. So yes, process and project management are keys to increase our efficiency.
Finland	Only after the strategy is more focused and sub targets are made more concrete. It is crucial to prioritize projects that are in line with the selected strategic focus at the time.
Japan (JSCPA)	This depends. This will be effective when establishing a new committee or launching a new project which needs some certain financial resources of the IAA. It will be also important to consider if human resources can be sufficient. However, it should be left to the committee's decision to initiate activities falling within its scope to the extent they do not much affect the IAA's financial resources.
Germany (Cttee Chair)	difficult to achieve on a sound basis; if this can be done, fine
Denmark	Agree, under the condition that this process should be both efficient and objective
Japan (IAJ)	Common understanding of the role of the IAA would prevent unnecessary projects.
Association	b. Ensure energy is directed at the most important initiatives (understanding that IAA resources are limited)

IFOA	Yes, see a.)
CCA	We support this idea.
AAA	Agree
EC Member	Yes
France	Yes. Certainly one of the duties of the Comex and staff
Canada	Yes, any initiative being considered should be cross-referenced with strategic priorities and resources available.
Italy	We fully agree if the choice of "the most important initiatives" takes in account the needs of small and/or medium and/or large Associations and it is made with transparency.
Germany (Council Delegate)	In favor
Japan (JSCPA)	We think this is a good idea. However, in order to do this, the agreement is necessary among the FMAs on what are the most important initiatives. We don't think they are SO1.
Netherlands	partially agree
ACA	Again, a more foicused committee structure should help
Lebanon	agree
Norway	Yes
Switzerland	agree
Portugal	yes
Ireland	Yes

Survey re IAA Strategic Plan

Serbia	Yes
France	Another key points and links on that is also to recognize the energy given. Give more opportunity to volunteers to explain what they are doing, how they helped on a specific projects.
Finland	Yes
Spain	We agree with it
Germany (Cttee Chair)	good in principle
Denmark	Agree
Japan (IAJ)	Agree.
Association	c. Be willing to turn down new project ideas
IFOA	Yes, see a.)
CCA	We support this idea.
AAA	Agree
EC Members	Yes
France	Yes. Gouverner c'est choisir !
Canada	Yes! If they don't align with strategy they should not be pursued, or other initiatives should be dropped if the new project idea is deemed critical.
Italy	We fully agree.
Germany (Council Delegate)	In favor
Netherlands	Depends on if these news ideas are good or not.
ACA	That would come naturally with a process for critical screening as set out in a above
Lebanon	agree
Norway	Yes
Switzerland	agree
Portugal	perhaps, if necessary
Ireland	Yes where it is not clear that IAA can deliver much added value for member associations
Serbia	Yes
France	oh yes !
Finland	Yes: all projects should not be started but only the ones that fits to the strategy and targets at the time and if there is room for new projects at the time
Japan	We think this is a good idea.
Germany (Cttee Chair)	good in principle
Japan (IAJ)	Agree

Survey re IAA Strategic Plan

Denmark	Agree.
Association	d. Do you have other ideas?
IFOA	No
SOA	The IAA does currently have a process for examining new project or committee plans which asks about the utility of output, subsidiarity concerns such as duplication with similar or identical FMA activities, and capacity to execute. However, the screening questionnaires themselves are prepared by individuals who are promoting the project or committees' establishment and hence inherently one-sided. The existing process would be enhanced by addition of an objective review, and, critically, some type of cost/benefit assessment which takes into account not only the utility of output but the current burden of staff and volunteer support, and additive costs to existing resources. The IAA simply cannot do every interesting or good project proposed by volunteers or FMAs and so must be willing to turn down new project ideas. The IAA may also want to consider some sort of process of consultation with members before taking on new ideas to get input on any significant proposed projects before they are launched. If such an input or "exposure" process for new ideas were created, it could include a request for explicit assurances from members of support. Proposed efforts that attracted a lot of advance support could be launched; ideas which did not, could be dropped before significant resources are devoted to them. This idea would be analogous to a system used by many associations to test ideas in committee or board meetings by taking a "test vote," ahead of the "real" vote. Often the test vote will reveal widespread consensus, even though the discussion itself might have not indicated such. In essence, by using some type of "proposed project exposure period," the IAA could find out if an idea is really supported by only a few (vocal) members, but lacks the widespread support needed for success.
CCA	The IAA should also consider monitoring and identification of new applications of actuarial science in international jurisdictions that may require guidelines for educational standards and promote the awareness of these applications to the FMAs.
AAA	Not at this time.
Canada	While these ideas make sense, care must be taken to be open to new ideas and suggestions. Otherwise, we risk an overly narrow, overly focused approach that excludes evolution and growth, and the profession and the IAA become more and more focused on less and less, and become increasingly irrelevant. Make chairs and vice-chairs accountable for results and replace them if results are not delivered. Encourage new blood on committees and promote new blood on executive, leadership positions.
Italy	See question 4c.
Germany (Council Delegate)	We already have an "intellectual process" for all we do but we also need an "entrepreneurial process", which means that we only pursue what we can afford. Rising membership fees is not the best solution! Before a new committee can be established there needs to be a sound argumentation why the tasks proposed for this committee cannot be fulfilled by an existing committee or section. By now actuarial associations can be found in most developed and emerging countries, and the large majority of these associations already has become a member of the IAA. Therefore we recommend examining whether the Advice and Assistance Committee and all its subcommittees are still needed. Perhaps the Secretariat could take over some of the more relevant tasks.
Germany (Cttee Chair)	no
Portugal	improve the site and publish the documents
Serbia	No
Denmark	see answer to question 3

Q9 What is your reaction to each of the following ideas to direct IAA energies toward the most important strategies and initiatives?

Answered: 25 Skipped: 3

Association	a. Strengthen our focus on key, relevant supranationals and enhance these specific collaborations
IFOA	We believe this should be one of the prime objectives of the IAA
SOA	The IAA should identify and concentrate its efforts on the IAIS and the IASB, as the two supranationals which are most directly relevant to actuarial practice worldwide, and perhaps just two to three others. Occasional opportunities to educate others about the actuarial profession and its strengths in other 8 supranational arenas could continue to occur as appropriate, but choosing these very few organizations on which to focus would allow for broadening and strengthening of the relationship and the work. Keying in on long-term maintenance of these strategic groups makes great sense, given the limits on resources such as time and staff support. It is equally important that the current IAA governance and process for vetting opinions and positions presented to these groups be reviewed and improved as noted above. Since the standards developed by the IAIS and the IASB will directly impact the financial health and sustainability of many major actuarial employers, and likely trickle outward from there as influences on regulatory and accounting frameworks worldwide, any presentations or opinions shared with them by the IAA should be rigorously reviewed for consistency with the interests of all FMAs and their members.
CCA	Agree, but other key objectives should not be compromised by this effort.

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AAA	This is not one of our most critical strategic objectives for the IAA. Again, we have concerns that the IAA assumes a role of a supranational organization itself when we have not given it authority to represent us in those situations
EC Member	No. Maintain good balance between 6 strategic objectives
France	No. Organizing a worldwide reliable profession appropriately is as much important (5 other strategic objectives)
Canada	Yes, seems reasonable. Ensure nature of collaboration is in keeping with strategic priorities of IAA/the profession. The IAA needs effective collaboration with supranational organizations, not just good relationships.
Italy	We fully agree
Germany (Council Delegate)	In favor
Germany (Cttee Chair)	I don't believe this should be an objective
Netherlands	so true
ACA	Yes - agreed. Where the IAA has influence it should use that. A recent example was in relation to accounting for pensions and IAS19 as interpreted by IFRIC14. The IAA could have influenced the IASB not to proceed with a damaging change (requiring greater balance sheet provision where the scheme rules permit trustees to purchase annuity policies) randomly affects about half of UHK companies reporting under IAS19.
Lebanon	yes
Norway	No
Switzerland	neutral
Portugal	yes
Ireland	Yes
Serbia	OK
France	We don't need to develop strongly with all key supranationals, need to choose some of them and be reactive in case one request our help.
Finland	Yes
Japan (JSCPA)	We don't think this is the most important one. While it is meaningful to keep good relations with key supranational organizations, this should not be one of the main objectives. This is a means/action plan towards an end/objective. A lot of resources of the IAA have been allocated to this (i.e., SO1), which should be reduced.
Denmark	Agree
Japan (IAJ)	Agree.
South Africa	Agree

Association	b. Ensure our organization/structure and our execution fully support our most important objectives.
1	Yes
2	The SOA agrees that a fresh look at the IAA's structure and organization, and capacity to execute on its goals, can and should be reviewed for operational gaps. In particular, it would be wise to examine committee activities and determine any that could be combined, or, if entirely duplicative of FMA's own, eliminated.
3	Agree.

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4	Agree
5	Yes
6	Yes
7	Yes, seems obvious. This is repetition of 9a.
8	We fully agree
9	In favor
10	so true
11	This will include making best use of time at meetings such as Cape Town and, later this year, Budapest.
12	yes
13	Yes
14	agree
15	yes
16	Yes
17	I agree
18	yes
19	yes
20	We think this is a good idea. However, in order to do this, the agreement is necessary among the FMAs on what are the most important objectives. We don't think they are SO1.
21	We support it
22	difficult
23	Agree
24	Agree.
25	Agree
Association	c. Do you have other ideas?
IFOA	No
SOA	None.
CCA	Focus on setting model standards and model guidelines, as opposed to new rules and requirements for the international profession.
AAA	We believe that providing resources to developing actuarial associations is a primary purpose of the IAA.
Canada	No.
Italy	Help the Associate Members Associations to become Full Members Associations

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Germany (Council Delegate)	We have to clarify what credibility the IAA and the actuaries have in the eyes of external organizations.
Germany (Cttee Chair)	no
Serbia	No
Japan (JSCPA)	We think the IAA's core activities are SO2 (excluding SO2.2 and SO2.3) and SO5. SO3 follows them. The IAA's resources should be allocated mainly to them.
Denmark	see answer to question 3

Q10 What is your vision for the IAA?

Answered: 19 Skipped: 9

Association	Responses
SOA	As stated in our response to question three, the SOA believes that the IAA could function more effectively by having a narrower focus that seeks to encourage a strong actuarial profession worldwide through bringing the associations together for dialogue and idea sharing in a common forum. Additionally, it is important that the IAA maintains minimum standards for FMA membership, particularly with respect to education, to encourage a strong profession worldwide. Additionally, we desire an IAA where the needs and wishes of both the largest and smallest FMAs are appropriately balanced.
CCA	The IAA should be a forum where all actuarial organizations across the world can come together to exchange ideas and improve actuarial practice everywhere. An important purpose can be to help newer, smaller associations get a firmer foothold on what the profession is and should do.
AAA	The IAA should be an important resource to FMAs and provide a venue for FMAs to share ideas and concerns.
EC Member	Serving the public interest is key. Incorporating new skills is of utmost importance. Non FQAs will have to be considered in some way.
France	Serving the public interest is key. It differentiates actuarial profession from other emerging professions quantifying the future and helping make decisions. The existing organization can be used to incorporate this skills while extending the scope of actuarial profession.
Canada	The CIA envisions the IAA as a strong international body, with appropriate regional representation, and not unduly influenced by larger actuarial organizations. The IAA should establish minimum standards for education and professionalism to ensure the protection of the public interest and the sustainability of the profession. Strive for a shared vision and alignment of anticipated outcomes by member organizations while maintaining their autonomy and independence to operate effectively in their jurisdiction.
Italy	The actual vision in our opinion will be a sound vision also for the future.
Germany (Council Delegate)	The IAA is a strong association of actuarial associations. We need to clarify how the role of actuaries is supposed to evolve, in the light of new professions like enterprise risk managers and data scientists / analysts. Should these new professions be integrated in the actuarial community even if they don't have (much) actuarial expertise or should we integrate only certified expertise like the CERA credential? This will also directly affect the question what the (core) syllabus of the IAA education is.
Germany (Cttee Chair)	further development of the IAA's good governance
Netherlands	The IAA is in our opinion important to realise our global responsibilities to society and to accelerate the success of our (local) objectives which we as FMA's have in common.
ACA	More than a "talking shop" for actuaries that gets together every 6 months in a pleasant location in a different part of the world.
Switzerland	The actuarial profession is recognized worldwide as a VALUABLE RELIABLE CONTRIBUTOR AND A major player in the decision-making process within the financial services industry, in the area of social protection and in the management of risk, contributing to the well-being of society as a whole.
Portugal	To be the worldwide representative of the actuarial profession, fighting to enhance our visibility and prestige
Serbia	To continue to improve itself to make benefit for all stakeholders.
France	IAA should continue on the way which has been defined through this strategic plan. Increase the understanding of the FMA needs and continue to embrace the profession and be recognized doing that within the profession but also within other professional organisation, supranational ... More common practices should be shared.
Finland	In addition to the important focus on supranational organizations IAA has a great value in sharing knowledge between actuaries in different countries. Reports written in different committees etc. are very valuable if they concentrate on new topics, phenomenon, etc. in the business. It is very important to define the audience to a new report before starting to put energy to the writing work. There should be room for diversity between education and actuaries in different countries. We don't have to fit strictly to the same model even though we have agreed with the common principles (actuarial standards, education syllabus). In general, the strategy of IAA should be built using bottom-up methodology. It should be considered how to motivate, inspire and engage voluntary actuaries to work for the best of the profession. Thus, the basic question when building a strategy is: to whom it has been written for. If the strategy doesn't motivate voluntaries the execution of the strategy is quite impossible. Strategy doesn't have to include everything all the time but only the

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	<p>most important targets for the next, for example, 3 years. After the period the focus can be changed. When the strategic priorities are selected a concrete plan should be done. IAA's priorities could be 1) the most important supranational organizations, 2) enhance the knowledge and appreciation of the actuarial profession among other professions and other stakeholders 3) offer a place/organization to share and enhance the knowledge between actuaries around the world</p>
Japan (JSCPA)	<p>As presented in the previous Council, the IAA's activities have been accelerated since the establishment of the Executive Committee. This seems to have been trapped by the Parkinson's Law. Because the IAA is not a government nor a company, the growth itself is not a fruit. Because the IAA is not a supervising organization on the FMAs, it should keep the principle of subsidiarity. The IAA's ultimate objective should be to increase the benefits of each FMA which is a sharing owner of the IAA. Exchanging ideas and coordination among the FMAs should be the raison d'être of the IAA. Finally, we do not hope the review of this time will add a syndrome of the Parkinson's Law.</p>
Denmark	<p>see answer to question 3</p>
Japan (IAJ)	<p>To continue to be a trusted voice of actuarial profession representing actuarial associations around the world regarding the issues of international nature.</p>