

# IAA Strategic Planning Task Force Questionnaire2

## Results Overview



Date: 3/6/2007 9:05 AM PST

Responses: Completes

Filter: No filter applied

The IAA Strategic Planning Task Force needs your personal input to help prepare a discussion paper of an IAA Strategic Plan for the IAA Council, including short to mid-term goals, and on how best to structure the governance of the IAA to be responsive to those goals. In order for us to be able to prepare this paper for discussion at the Council meeting on April 18, we need your response by February 21.

For the purposes of this questionnaire, the scale for ranking will be from 1 to 5, with 1 always being the least, 3 being neutral and 5 the most.

You will have an opportunity at the end of this questionnaire to add any comments you have on any of the questions asked or on any topic you feel would be of use to the Task Force as it deliberates.

**We need your input on what 3 issues you feel present the greatest challenge to the international actuarial profession and your thoughts about how the IAA is positioned to deal with them.**

### 2. Your Issue #1

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5
For this issue, rank the importance of the role that the IAA should play in addressing the issue. (1 being not important at all, 3 being neutral and 5 being very important)	2 2%	1 1%	1 1%	34 30%	75 66%
How well has the IAA succeeded? (1 being least successful, 3 being neutral and 5 being most successful)	6 5%	31 28%	41 37%	29 26%	5 4%
Rank the importance of the IAA's organizational structure to its success (or lack of it) in addressing the issue. (1 being not well suited, 3 being neutral and 5 being very well suited)	10 9%	26 24%	32 29%	33 30%	9 8%
How important is the IAA to your member association on this issue? (1 being not important at all, 3 being neutral and 5 being very important)	5 5%	15 14%	24 22%	38 34%	29 26%

### 4. Your Issue #2

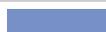
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents	1	2	3	4	5

selecting the option.						
For this issue, rank the importance of the role that the IAA should play in addressing the issue. (1 being not important at all, 3 being neutral and 5 being very important)	2 2%	0 0%	5 4%	37 33%	69 61%	
How well has the IAA succeeded? (1 being least successful, 3 being neutral and 5 being most successful)	13 12%	24 22%	44 40%	25 23%	5 5%	
Rank the importance of the IAA's organizational structure to its success (or lack of it) in addressing the issue. (1 being not well suited, 3 being neutral and 5 being very well suited)	7 6%	26 24%	31 28%	34 31%	12 11%	
How important is the IAA to your member association on this issue? (1 being not important at all, 3 being neutral and 5 being very important)	5 5%	12 11%	21 19%	44 40%	29 26%	

### 6. Your Issue #3

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5
For this issue, rank the importance of the role that the IAA should play in addressing the issue. (1 being not important at all, 3 being neutral and 5 being very important)	2 2%	3 3%	5 5%	34 33%	58 57%
How well has the IAA succeeded? (1 being least successful, 3 being neutral and 5 being most successful)	11 11%	27 27%	35 35%	26 26%	2 2%
Rank the importance of the IAA's organizational structure to its success (or lack of it) in addressing the issue. (1 being not well suited, 3 being neutral and 5 being very well suited)	6 6%	20 20%	37 37%	28 28%	9 9%
How important is the IAA to your member association on this issue? (1 being not important at all, 3 being neutral and 5 being very important)	4 4%	8 8%	19 19%	45 45%	25 25%

7. How willing is your member association to accept international standards? (1 being not willing at all, 3 being neutral and 5 being very willing)

		4	4%
		14	13%
		31	28%
		44	40%
		18	16%
<b>Total</b>		<b>111</b>	<b>100%</b>

8. Rate each of the following aspects of the IAA organizational structure on their effectiveness (1 being not effective, 3 being neutral and 5 being very effective).

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5
Committees	0 0%	22 19%	15 13%	60 53%	16 14%
Council	8 7%	28 26%	38 35%	31 28%	4 4%
Secretariat	0 0%	3 3%	28 25%	44 39%	37 33%
Executive Director role	0 0%	5 5%	36 33%	43 39%	26 24%
Secretary General role	0 0%	17 16%	35 32%	39 36%	18 17%
Nominations (e.g. President-Elect, Committee chairs, etc) process	10 9%	18 17%	40 37%	30 28%	10 9%
Sections	5 4%	17 15%	30 27%	49 44%	11 10%

10. Should there be public (non-actuarial) oversight of the IAA's activities (e.g. perhaps independent non-actuarial Board or non-actuary members of Council or other bodies)? (1 being a very bad idea, 3 being neutral and 5 being a very good idea).

		29	25%
		26	22%
		22	19%
		30	26%
		10	9%
<b>Total</b>		<b>117</b>	<b>100%</b>

11. Should Council empower a newly constituted Executive Committee with some operational decision-making authority so that the IAA Council can focus more on policy issues? (1 being a very bad idea, 3 being neutral and 5 being a very good idea)

		7	6%
		9	8%
		27	24%
		45	39%
		26	23%
<b>Total</b>		<b>114</b>	<b>100%</b>

12. Should the current fast track procedure apply to all public statements?

Yes		73	68%
No		35	32%
<b>Total</b>		<b>108</b>	<b>100%</b>

13. If the further activities of the IAA require strengthening the IAA resources, how willing would your member association be to increasing the annual IAA dues? (1 being not willing at all, 3 being neutral and 5 being very willing)

		5	4%
		23	20%
		38	34%
		38	34%
		9	8%
<b>Total</b>		<b>113</b>	<b>100%</b>

#### 14. Principle of subsidiarity:

##### Article 8 Co-operation (IAA Statutes)

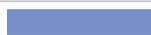
The IAA will restrict its activities to strategies and programmes which require international co-ordination or direction, or can be handled more efficiently across national and regional boundaries. It will not become involved with actions at the level of the Member Associations or regional groups of actuarial associations, except at the express invitation of such an association or group.

The IAA will therefore take any measures necessary to avoid duplication or overlap with the activities of Member Associations or regional groups of actuarial associations.

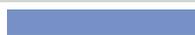
How should the principle of subsidiarity be applied? (1 being less restrictively, 3 being neutral and 5 being more restrictively)

		8	7%
		23	20%
		37	32%
		35	30%
		13	11%
<b>Total</b>		<b>116</b>	<b>100%</b>

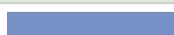
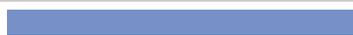
15. Does your member association allow a delegate attending IAA meetings to vote on newly introduced or amended issues without previous consultation with his/her association? (1 being never, 3 being neutral and 5 being always)

		7	6%
		25	22%
		42	37%
		22	19%
		17	15%
<b>Total</b>		<b>113</b>	<b>100%</b>

16. Does your member association fund your expenses to participate in committee meetings held in conjunction with Council meetings, either in person or by telephone?

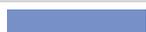
Yes		34	29%
No		51	43%
Partially		33	28%
<b>Total</b>		<b>118</b>	<b>100%</b>

17. Does your member association fund your expenses to participate in committee meetings held at other times, either in person or by telephone?

Yes		30	26%
No		62	53%
Partially		25	21%

<b>Total</b>		117	100%
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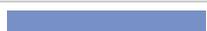
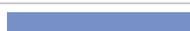
#### 18. Have you refrained from participating in relevant IAA activities for financial reasons?

Yes		28	24%
No		65	55%
Sometimes		25	21%
<b>Total</b>		118	100%

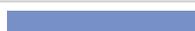
#### 19. Have you refrained from participating in relevant IAA activities due to time constraints?

Yes		44	38%
No		29	25%
Sometimes		43	37%
<b>Total</b>		116	100%

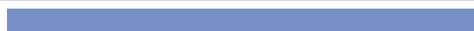
#### 20. Should the IAA have three or more Vice Presidents each with oversight over several IAA committees? (1 being a very bad idea, 3 being neutral and 5 being a very good idea).

		15	13%
		14	12%
		35	30%
		32	28%
		19	17%
<b>Total</b>		115	100%

#### 21. Should there be more than one candidate per open position nominated for election as a member of the Executive Committee?

Yes		77	71%
No		32	29%
<b>Total</b>		109	100%

#### 22. Should there be more than one candidate per open position nominated for election as a member of the Nominations Committee?

Yes		76	71%
No		31	29%
<b>Total</b>		107	100%

#### 23. Should there be more than one candidate per open position nominated for election as a Vice President?

Yes		72	67%
No		36	33%
<b>Total</b>		108	100%

#### 24. Currently the IAA has the following seven objectives.

Please rank each of these objectives from least important to most important (with 1 being the least important and 7 being the most important). Select each number only once.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6	7
a. Develop the role and							

enhance the reputation and recognition of the actuarial profession and individual actuaries throughout the world	10 8%	9 8%	6 5%	8 7%	17 14%	19 16%	49 42%
b. Promote high standards of professionalism among actuarial associations and among actuaries throughout the world to ensure that the public interest is served	6 5%	5 4%	9 8%	8 7%	19 16%	37 31%	34 29%
c. Advance the body of knowledge of actuarial science and its applications	12 10%	12 10%	17 14%	22 19%	22 19%	19 16%	14 12%
d. Further the personal professional development of actuaries throughout the world	5 4%	26 22%	21 18%	16 14%	22 19%	15 13%	13 11%
e. Promote mutual esteem and respect amongst actuaries	46 39%	10 8%	14 12%	9 8%	14 12%	12 10%	13 11%
f. Provide a forum for discussion among actuaries and actuarial associations throughout the world; and	4 3%	22 19%	17 14%	17 14%	27 23%	11 9%	20 17%
g. Represent member associations in discussions with international bodies	8 7%	7 6%	10 8%	26 22%	11 9%	19 16%	37 31%

## 27. Your Association

--- FULL MEMBERS ---		0	0%
Consejo Profesional de Ciencias Económicas...		0	0%
Institute of Actuaries of Australia		8	7%
Aktuarvereinigung Österreichs (AVÖ)		1	1%
Association Royale des Actuaire Belges		0	0%
Instituto Brasileiro de		1	1%

Atuária (IBA)			
Canadian Institute of Actuaries		6	5%
Institut des Actuaire de Côte d'Ivoire		0	0%
Hrvatsko Aktuarsko Drustvo		2	2%
Cyprus Association of Actuaries		0	0%
Ceská Spolecnost Aktuárù		1	1%
Den Danske Aktuarforening		0	0%
Egyptian Society of Actuaries		0	0%
Eesti Aktuaaride Liit		0	0%
Suomen Aktuaariyhdistys		5	4%
Institut des Actuaire		0	0%
Deutsche Aktuarvereinigung e. V. (DAV)		7	6%
Hellenic Actuarial Society		1	1%
Actuarial Society of Hong Kong		2	2%
Magyar Aktuárius Társaság		2	2%
Félag Islenskra Tryggingastærðfræðinga		0	0%
Actuarial Society of India		2	2%
Persatuan Aktuaris Indonesia		0	0%
Society of Actuaries in Ireland		3	3%
Israel Association of Actuaries		0	0%
Istituto Italiano degli Attuari		6	5%
Institute of Actuaries of Japan		4	3%
Japanese Society of Certified Pension Actuaries		3	3%
Latvijas Aktuaru Asociacija		0	0%
Lebanese Association of Actuaries		0	0%
Persatuan Aktuari Malaysia		0	0%
Colegio Nacional de Actuarios A. C.		6	5%
Het Actuarieel Genootschap		2	2%
New Zealand Society of Actuaries		1	1%
Den Norske Aktuarforening		1	1%
Pakistan Society of Actuaries		0	0%

Actuarial Society of the Philippines		0	0%
Polskie Stowarzyszenie Aktuariuszy		0	0%
Instituto dos Actuários Portugueses		1	1%
Academia de Actuarios de Puerto Rico		0	0%
Singapore Actuarial Society		0	0%
Slovenska Spolocnost Aktuarov		0	0%
Slovensko Aktuarsko Drustvo		1	1%
Actuarial Society of South Africa		7	6%
Col.legi d'Actuaris de Catalunya		2	2%
Instituto de Actuarios Españoles		1	1%
Svenska Aktuarieföreningen		6	5%
Association Suisse des Actuaires		5	4%
Actuarial Institute of Chinese Taipei		2	2%
Faculty of Actuaries		1	1%
Institute of Actuaries		8	7%
American Academy of Actuaries		4	3%
American Soc. of Pension Professionals & Actuaries		0	0%
Casualty Actuarial Society		3	3%
Conference of Consulting Actuaries		0	0%
Society of Actuaries		7	6%
---- SECTIONS ----		0	0%
AFIR Section		0	0%
ASTIN Section		1	1%
AWF Section		1	1%
IAAHS Section		0	0%
IACA Section		0	0%
LIFE Section		0	0%
PBSS Section		0	0%
---- ASSOCIATE MEMBERS ----		0	0%
Instituto Actuarial Argentino		0	0%
Aktuarsko Drustvo U Bosni I Hercegovini		0	0%
Bulgarian Actuarial Society		0	0%
Instituto de Actuarios Matemáticos de Chile		1	1%
Asociación Colombiana			

de Actuarios		0	0%
Association of Actuaries and Financial Analysts		1	1%
Actuarial Society of Ghana		0	0%
Caribbean Actuarial Association		0	0%
Actuarial Society of Kazakhstan		0	0%
Association Luxembourgeoise des Actuaire		0	0%
Macedonian Actuarial Association		1	1%
Asociacion Mexicana de Actuarios, A.C.		0	0%
Association Marocaine des Actuaire		1	1%
Nigeria Actuarial Society		0	0%
Asociatia Romana de Actuarat		0	0%
Russian Guild of Actuaries		0	0%
Yugoslav Actuarial Association		0	0%
Korean Actuarial Association		0	0%
Society of Actuaries of Thailand		0	0%
Türkiye Aktüerler Dernegi		0	0%
Ukrainian Actuarial Society		0	0%
Channel Islands Actuarial Society		0	0%
Asociación Venezolana de Actuarios		0	0%
Actuarial Society of Zimbabwe		0	0%
<b>Total</b>		<b>118</b>	<b>100%</b>

#### 28. What is your main role within the IAA? (choose only one)

President of a Member Association and Council Delegate		9	8%
President of a Member Association but not Council Delegate		6	5%
Council Delegate		13	11%
Committee Chairperson		10	8%
Section Chairman		4	3%
Committee Member		48	41%
Subcommittee Member		8	7%
Task Force Member		1	1%
Correspondent		6	5%
Liaison		2	2%
Other (please specify)		11	9%

Total	118	100%
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**Thank you for your thoughtful and timely response.**

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# IAA Strategic Planning Task Force Questionnaire

## Results Overview



Date: 3/6/2007 11:14 AM PST  
 Responses: Completes  
 Filter: No filter applied

1. What is your first issue?	
#	Response
1	Recognition of the profession by related organizations
2	Credibility of the Actuarial Profession (we appear to be a dying profession).
3	Principle of Subsidiarity - its a major inhibitor to decision making (allows use of 'veto' for local interest)
4	Employers and the public regard actuaries as very limited (to insurance and pensions, primarily). We can -- and do -- so much more! The flip side of this issue is that many people are doing actuarial work without being actuaries.
5	Solvency issues
6	Difference in cultures hindering international actuarial communication and cooperation (partly language, but mostly different insurance and investment culture, although legal culture)
7	There is a small group of people who seem to run the IAA with little or no transparency.
8	Supporting the global development of actuaries within ERM
9	Implementing the new insurance accounting system
10	Other professions gaining thought leadership in areas that actuaries commonly work in (especially investments, but could include insurance, pensions)
11	The more advanced solvency calculation requirements (Solvency II in Europe etc)
12	Globalization of the profession - uniformity in standards and more mutual agreements that will eventually lead towards one benchmark of actuarial qualification throughout the world
13	Promotion of the actuarial profession and encouragement to step in new areas like enterprise riskmanagement
14	solvency II
15	Communication of financial information
16	Actuarial education, subsidiary IAA framework
17	Being able to respond to all important actuarial challenges and opportunities around the globe. Our small size, our volunteer approach and our fragmentation all make it difficult to be recognized and responsive in multiple areas. Further, our general lack of legal status or uniquely reserved areas of practice means that other professionals may freely encroach.
18	The recognition or otherwise of the actuarial profession, as opposed to actuarial skills outside a professional context
19	Recognition that the actuarial profession as it serves the public has no geographical boundaries.
20	International Accounting Standard applied to non-insurance company.
21	Collaboration with the IASB on their Insurance Contracts Project
22	Broadening the areas in which actuaries work
23	promotion of the actuarial profession and its independence
24	Is our primary focus regulation driven or business driven?
25	Actuarial Education
26	Maintain the high level of Professionalism of the Actuarial Profession as to be recognized as the experts in dealing with risk.
27	Enterprise Risk Management
28	Establish an optional examination system available worldwide that tests candidates on minimum syllabus
29	Support and encouragement for the continued growth of the actuarial profession, particularly in actuarial developing countries
30	Facilitating affordable education in less developed countries, without increasing the cost to member associations or encroaching on member sovereignty.
31	The perception of the skills offered by actuaries as being dated and incomplete, and hence inadequate to deal with the full set of problems facing a financial entity or conglomerate.
32	The IAA organizational structure needs review and rationalization
33	The working out of an internationally accepted standard of minimum requirements for insurance companies' internal models

34	The involmnet to the accounting issue.
35	Contribution for setting the International Accounting Standard and Actuarial Standard
36	The national associations seem to be so very busy with local problems/issues/initiatives that There is little time available from them to review IAA material for their approval. That leaves the IAA dealing only with the personal view of the association's representative. Thus, the communication between the IAA and its member associations is sometimes passing through a biased filter.
37	clear and precise definition of the profession
38	Governance: The IAA is not clear about its role, who 'owns' it, what authority it can claim and why, who its members are and how it should be financed.
39	uniform high quality education
40	Actuarial Role in IFRS implementation
41	Playing a role to influence the development of IASB standards affecting Pension and Insurance
42	International Accounting Standards:They are or will be driving away Defined Benefit Scheme(including some sort of Life Insurance Products) from the markets.
43	Lack of unity
44	Formal actuarial education and continuous education
45	Actuaries should be recognised as the leading profession for all financial institutions, including banking,insurance, pensions, fund management.
46	the profession runs the risk of being "squeezed out" or marginalised by other emerging professional areas - eg investments and risk management, with the traditional areas of operation diminishing in importance
47	The IAA is not reflective of or responsive to the profession in my country (the US). Apparently there is a fear of US or anglo dominance, and this creates inappropriate (in my judgment) responses.
48	To develop the role and reputation of the actuarial profession.
49	Professionalism - we need to ensure that actuaries are well educated with standards of conduct and a disciplinary process to back that up.
50	The public image of the actuary
51	Losing ground to other professions
52	Topical scope of activities the actuarial profession pursues
53	Getting the IASB to adopt a SENSIBLE principles-based approach to insurance company accounting
54	The IAA should represent the actuarial profession to the outside world
55	The actuarial profession is facing major structural changes adverse to its two pillar supporting industries: DB becoming DC and life insurance becoming asset management. The profession is reluctant to admit these changes could cause decline or even the demise of the profession in a few decades of time if we do not train a different type of actuaries. We need to focus our education program on financial economics and make sure the profession's traditional strength in mathematics being relied upon by the finance and investment industries. At least 30% to 40% of our members should be working in those areas in a few decades.
56	the gouvernements must be councious of the important role of the actuarial profession in the economy
57	continue education and qualification standard for actuaries who qualified 5 years ago to meet the dramatic increased requirement of actuarial knowledge to perform actuarial assignment
58	Development of actuarial profession in the countries where it doesn't exit
59	Ability of IAA to support creation and education of new actuaries in developing world and post SSRs.
60	Insurer Solvency
61	Our big tent is shrinking. Others, like accountants and economists are taking over our ground. Trashing of DB plans & group solutions in favor of individual ownership reduces need for actuaries. It is good that there is an IAA that can speak for us, but IAA needs a stronger, bigger megaphone, maybe more spokespersons and important relevant documents.
62	Financial status of pensions and insurance companies
63	Promote the knowledge of the actuarial profession throughout the world
64	La estandarización y aplicación de los modelos de supervision de solvencia basada en riesgos para la industria aseguradora. No tengo conocimiento sobre el rol de la IAA y lo que ha realizado, asi es que no puedo completar el cuestionario.
65	The need to modernise and strengthen the training of actuaries (pre and post qualification) worldwide
66	Setting Global Actuarial Standards
67	- WTO recognition (reason: in all legislations worldwide automatically the profession Actuary is officially defined. In many European countries this not the case)

68	Health Insurance Plans (employees benefits and other)
69	Gaining a united voice on matters such as accounting, regulation, risk measurement which are now global issues
70	Ethics
71	reserving - fair value/principles based
72	Harmonization of Accounting and Valuation methods
73	Consistency with regard to the role of the actuary
74	Role of the actuary and the actuarial profession in participating, advising and being responsible, at the national level, for regulating and standard setting in the private insurance industry.
75	Ability to effectively influence international issues and developments of relevance to actuaries
76	Globalisation
77	The lack of the actuarial expertise among actuaries.
78	Excessive dependence on / projection of regulatory / reserved role; thereby loss of opportunity to play a greater role in steering the business
79	IFRS 4
80	What is an actuary?
81	Jobs that will attract the best and brightest actuarial candidates
82	Enterprise Risk Management (ERM)
83	Consistency of qualification across frontiers
84	An actuary needs a very wide range of knowledge.
85	Promote mutual esteem and respect amongst actuaries
86	<p>The formal Education and Development ( Continuing Education ) of the Actuary .</p> <p>There is a big disparity of education programs and resources around the world , in some cases almost inexistent or with large deficiencies .</p> <p>There should be regional efforts , headed in principle by leader organizations in the region , supported by the main and big organizations in the world , to assist the least developed organizations or countries . Perhaps , now , the International Education Program can help to face this issue .</p>
87	Developing a way in which the actuarial proession can influence international events that have actuarial significance (e.g., financial accounting standards, insurance and pension regulation, etc).
88	Quantitative Risk Management
89	developping a globally consistent role and appearance of the actuarial profession accepted by the general public
90	Awareness - I refer to the need to improve awareness of the role actuaries can play in particular in developing countries. There is evidence that governments will interefere and as a result obstruct progress. There has been evidence of this in the past where governments have controlled examinations and as a result national associations have not been able to update syllabuses.
91	To strengthen the recognition of the actuarial profession
92	Providing a valuable input in a timely and effective manner for the external international bodies such as IASB and IAIS
93	Role of the Actuary - what are the responsibilities? which competence is needed to be an actuary?
94	actuarial input in Solvency II to IAIS and CEIOPS
95	Get actuaries prepared for and involved in and leading development of total risk managment (ALM, Solvency etc )
96	To be a pro-active participant in all Fora that debate actuarial matters
97	National vs. global profession
98	Transparency and consistancy of financial reporting (IFRS, Solvency)
99	Representing and coordinating actuarial positions in discussions and negotiations with international and supranational organisations or bodies in actuarial purposes.
100	Role of actuary and Solvency II/RM
101	Continuous professional development and actuarial education
102	Risk management
103	The need to get broad involvement from smaller organizations. This has been a problem from the start, is now and will continue to be. I believe that some very specific attention needs to be directed to achieving that. We have talked about it a lot but we

	have not really established a structure or working group or whatever to address it.
104	Enhance the actuarial profession to a more accepted key role in doing insurance business
105	Actuaries become marginalized, relegated to performing relatively irrelevant tasks (but with great precision, of course), even in our traditional areas of strength such as insurance and pensions. Implicitly, this challenge reflects the concern that other professions would be doing the really important stuff. And, that actuaries would not be at the table for important policy questions.
106	The role of the actuary
107	Recognition of the profession
108	Positioning the actuarial profession as the preeminent profession with regard to the analysis of and management of risk, especially in financial institutions
109	Other professions dealing with similar problems as actuaries
110	Global development of the actuarial profession incl the ability to meet new challenges caused by changing business environment
111	Presenting a coherent actuarial view on developments in regulation, solvency and accounting standards
112	The IAA should operate with a global vision of a world of shared opportunity, shared responsibility and shared benefits among all nations.
113	Presenting a united actuarial "front" to international accounting standard setters and to international regulators
114	Education

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# IAA Strategic Planning Task Force Questionnaire

## Results Overview



Date: 3/6/2007 11:15 AM PST  
 Responses: Completes  
 Filter: No filter applied

3. What is your second issue?	
#	Response
1	Competition between traditional actuaries and risk managers
2	Developing a clear framework for actuarial standards (we are too reactive).
3	Definition of Actuary (Fellow in some countries as being the level required on achieving IAA syllabus)
4	Creating qualified, home-grown actuaries in developing countries.
5	Accounting and IAS
6	International solvency regime
7	The structure of the IAA does not lend itself to dealing with issues effectively and the whole structure of committees and sections needs to be scrapped and a new more sensible structure put in place.
8	Supporting the development of a strong actuarial professional in developing markets and ensuring the related associations are committed to the IAA
9	New solvency regulation (Solvency II)
10	International regulation of financial services
11	Retaining our position as the experts on all risks within the insurance field
12	Support for actuarial developing countries
13	To guarantee a certain level of professional education and quality all over the world
14	stochastic model for reserves
15	Position of the actuary in the analysis of company solvency
16	Mutual Recognition of actuaries between local associations
17	Credibility of the profession, especially as it relates to our profession existing to truly serve the public. Actuarial "scandals" cause regulators and the public to place less reliance on us than is appropriate in general.
18	Diverse actuarial practices between countries, between practice areas and between individual actuaries, unjustified by fundamentals or by reasonable differences of emphasis
19	Recognition that the profession will survive on its ability to self regulate across borders.
20	How to fix prices of banking services by actuarial methods
21	Collaboration with the IAIS on various insurance solvency issues
22	International recognition of qualifications
23	Co-operation with IAIS and other supervisory bodies
24	To be seen as a profession with much broader skills rather than one that is narrowly focussed on certain technical issues.
25	Continuing Education
26	Widen the fields of the profession as to be able to be recognized as the best prepared to deal with risk, maintaining the present influence that the profession has in Insurance, as a major activity but not the only one.
27	Actuaries remaining relevant in pension work. This has three elements. First we need to bring leadership to steering defined benefit funds out of deficit; second we need to claim the quantitative/risk spec of defined contribution funds and thirdly we need to be more visible in Social Security issues
28	Establish a syllabus and exam system for actuaries in ERM
29	Continuing to strengthen IAA as the international voice of the actuarial profession
30	Arranging some council meetings in Australia or Asia Pacific. The venues in Europe and America are a long way for some of us to travel.
31	The need to gain global economic synergies in development of syllabuses, education & CPD materials and delivery systems, codes of conduct, disciplinary agreements, etc.
32	The principle of subsidiarity needs review, aspect by aspect, to determine how it should optimally be applied to ethical

	standards, technical standards, core education, advanced education, CPD, and so on.
33	The working out of a guidance note of the determination of technical provisions realised by a document concerning the risk margin on the one hand and the best estimate on the other hand.
34	Strengthen the actuarial profession
35	Contribution for developing the International Solvency Standard
36	The enormous amount of work to be done and the limited availability of resources with which to do it. Some have suggested additional paid staff or consultants, but that involves considerably more financial resources than are available.
37	support local associations in international forums to improve
38	Standards: The IAA needs to generate greater credibility with its own member associations so that they accept more readily the authority of the IAA to issue standards that are binding on the association and its members (with subsidiarity??)
39	mutual recognition of titles
40	Solvency requirements convergence
41	Broadening the role of actuaries
42	Future of pension actuaries
43	lack of resources
44	Ethics of Actuaries
45	Education - There should be a global associate exams in English only.
46	the globalization of financial services and the attendant global standards & uniformity of regulatory framework
47	The IAA is not using existing, available resources to further the profession-- particularly in basic education, and instead is letting personal biases and preferences of the leaders lead us down inefficient and ineffective paths. Build collaborations with existing organizations! Don't reinvent the wheel.
48	To make and update timely the international actuarial practice guidelines and standards.
49	Enterprise Risk Management - extend our expertise to that emerging area of practice.
50	Globalising and standardising actuarial education
51	Maintenance of professional and educational standards
52	Channel actuarial voice internationally
53	Hugely expand actuarial involvement in healthcare forecasting, planning, and financing, working with both public and private sectors
54	The IAA should focus on improving the actuarial profession, by sharing knowledge and experience
55	Our current emphasis on ERM is over-hyped. We should focus on EFRM, i.e., Enterprise Financial Risk Management. There are natural catastrophes such as tsunami/Katrina/bird flu pandemic and man-made disasters such as technology related (millennium computer problems and internet hacking)/security related (World Trade Centre)/ regulations related (see recent Thai)/fraud related (money laundering), etc. that actuaries not 'educated' or 'trained' to tackle. The profession's traditional strength is mathematical formulation and modelling solving financial problems, not in managing operational and other risks which should be handled by doctors, engineers, regulators, etc.
56	to increase the presence of the actuarial profession in risk management in general and especially in financial risks management
57	The training and education of non life actuaries -- resource for non life actuaries is much less than life actuaries
58	Keep active relationship with International Association which interest are close to actuarial profession
59	Failure of professionals in one of our member institutions (e.g., an actuarial Enron).
60	Education Standards for Member Associations
61	Greater need for involvement by actuaries & their associations around the world; greater transparency thus aiding understanding of IAA; increased representation. All these would encourage more participation. Regional VPs on an Executive Committee could help. IAA has the tough task of needing continuity of its committee people, and also the need to stay connected to both the current leadership of the associations and their committee structure. This needs to be communicated to each organization.
62	Perception of the profession by outsiders
63	Promote business orientation in actuarial education
64	Extensión y apoyo al desarrollo de la actividad profesional del actuario en los países donde no hay todavía una formación regular para lograr su reconocimiento local y global. No estoy en completo conocimiento de las actividades de la IAA para llenar el cuestionario
65	Positioning actuaries to undertake a broader range of roles, particularly in the field of risk management
66	Creating a Global Actuarial Qualification
67	- Solvency II (reason: if there will be no formal role for the actuary, potentially a huge chunk of work could be lost to other professions)

68	Enhance Non Life Insurance Actuary
69	Establishing qualifications in areas such as risk and investment where actuaries have traditionally had a major role and which are now global matters
70	Education & minimum standards all over the world
71	collateral/security
72	Harmonization of knowlegment of actuaries. Recognition of titulation whatever the association
73	Input on relevant global issues
74	Role of the actuary and the actuarial profession in performing actuarial studies, reviews, etc. of national, public and private pension schemes and pension funds ; their role at the « governance » institutional level (various, fom board of directors to executive management and administration) and at the Government policy-making levels.
75	Ability to effectively leverage limited resources internationally (people/money/time) where it makes sense eg in education, standard setting etc
76	Professionalism
77	The lack awareness of professionalism and ethics among actuarial professionals.
78	Need to project application of actuarial science and techniques and capabilities of actuaries in areas other than life, longevity,health and non life insurance
79	Solvency II
80	Capability development - emerging economies
81	Maintain high quality objective image, with an avoidance of scandals/image reducing events
82	Education - sharing of intellectual property & resources
83	Defining a unique set of competencies for actuaries that defines them as professionals and differeniates them from other professionals
84	actuarial education
85	Promote high standards of professionalism among actuarial associations and among actuaries throughout the world to ensure that the public interest is served
86	The knowledge , recognition and participation of the profession . My believe is that still there is not enough and proper knowledge of what is an Actuary , how can it help or what can do . For that reason , and low promotion in our side , there is a short presence and low participation in National or International programs and Decision Making in issues related to our Profession .
87	Influencing the supporting the development and legal recognition of the organized actuarial profession in emerging nations, especially those with large domestic economies.
88	Global Actuarial Education
89	establish a minimum harmonization of education syllabus, professional standards and processes necessary for issue #1
90	Standards - I believe that international standards of practice are essential if actuaries are to be taken seriously. Experience of introducing "binding" standards has not been good so far.
91	To make relevant contribution to outside bodies such as IASB, IAIS,etc.
92	Raising and maintaining the overall level of actuaries, both qualitatively and quantitatively
93	A forum for exchanging professional opinions, technical dicussions etc.
94	actuarial input in IFRS
95	Education
96	To be considered a "primus inter pares" to discuss on multitask organizations with an actuarial component
97	flood of information
98	Image and reputation of the actuary
99	Formulate actuarial standards for international applications respecting the principle of subsidiarity and national requirements.
100	IFRS2
101	implementation of high standards of professionalism
102	Actuarial standards
103	There is a constant struggle between maintaining continuity on the various committees while also getting new individuals involved. Many committee members particularly from smaller organizations are spread too thin and/or can't attend meetings on

	a consistent basis.
104	Develop general guidelines for actuaries
105	To make a difference in developing economies
106	Strengthen the exchange between actuaries, to continue the development from a association to a professional body.
107	Responding to relevant international developments
108	Development of an international actuarial education programme
109	Fast changes in the actuarial science and practice caused by fast changes of economical environment - this leads to constant need for acquiring the new knowledge which should be promoted by IAA.
110	Global advancement of the profession
111	Promoting a high standard of professionalism among actuaries and actuarial organisations
112	The primary challenge for the IAA is to develop actuarial expertise in all nations of the world so as to have available the necessary and appropriate resources for helping the populations of all nations around the world attain economic security in the various areas in which the actuarial profession has demonstrable expertise.
113	Expanding the actuarial profession into "emerging" countries
114	Developing guidance notes

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# IAA Strategic Planning Task Force Questionnaire

## Results Overview



Date: 3/6/2007 11:16 AM PST  
 Responses: Completes  
 Filter: No filter applied

5. What is your third issue?	
#	Response
1	Distance between members of the associations and IAA leadership
2	The global actuarial community does not speak with on voice.
3	INternational Part I - IAA syllabis. Comopanlity and avoid differnt assooiations 'playing with it'
4	Too many actuarial organizations with divergent priorities, wasting scarce member time and financial resources, while making the profession ineffective.
5	Educational issues
6	International approach to general purpose financial reports
7	I do not think that we are always in touch with the rest of the world and do things withoutrealising this.
8	Supporting and helping raise the standard and/or status of actuaries in markets where there is not a long/strong "traditional" of actuarial roles etc.
9	Pensions cost accounting (IAS19)
10	Ensuring actuaries act in a professional manner, especially given consumer pressures and increased media scrutiny
11	Securing actuarial sense in international regulation, especially accounting principles
12	General development of the profession - this impies possible widening of the scope of actuarial practice and promotion and marketing of the profession.
13	Professional networking and exchange of information in globalized industries like insurance and pensions
14	new capital markets products
15	Proper use of modern financial mathematics
16	The position of the appointed actuary towards the chief risk officer in insurance companies
17	Unity of purpose and cooperation among the member associations. Most associations seem to be marching in the same direction. A few seem not to be.
18	Influencing world bodies and public opinion on the main areas of actuarial interest
19	Recognition that research and associated education has a fundamental role to play in the continuing viability of the profession.
20	Internal models for Solvency of Insurance Company
21	Implementation of the IAA Education Program
22	To maintain an IAA with the multitude of different national backgrounds
23	Mutual recognition and understanding across the individual actuarial associations.
24	Proper mutual recognition of trainig
25	Attract the best and the brightest as to maintain and increase the level and prestige of the profession and its high standard of Ethics.
26	Encouraging the growth of the actuarial profession in developing countries
27	Size of IAA budget (thus size of its financial resources) too low and a great impedement to progress on moving issues
28	Evolution of IAA structures and governance to allow us to continue to be successful
29	The need to provide a globally-recognised and globally-available qualification for actuaries, as a defensive measure against other pseudo-professions now entering the field in competition.
30	Council needs to become an integral working part of the decision-making and governance structure
31	The role of the actuary in the context of solvency assessment
32	Our associatuion's contribution to the IAA.
33	Developing the area for Actuaries for Enterprize Risk Management
	Competition: from accountants, financial economists, 'risk management associations' and the CFA qualification. The IAA needs

34	greater flexibility and confidence to introduce changes quickly to meet these competition.
35	precise guidance notes
36	Respect for the actuarial profesion
37	Better portability of actuarial designations
38	Lack of actuaries in developing countries
39	Actuaries should be much more involved with modern investment instruments, eg. derivatives
40	the development of timely and proactive "solutions" or approaches for emerging financial risks - as a global profession we need to be very aware of emerging issues being faced by cleints - usually in the financial services arena and pool our experiences and ideas from various countries to evolve appropriate solution frameworks that can be adapted to local circumstances. This is to ensure the ongoing relevance of the profession.
41	That's it.
42	To provide a discussion forum for actuaries.
43	The training of actuaries and the organizing of actuarial associations in developing countries.
44	Developing new areas for actuarial input
45	Communication with members and external stakeholders
46	Scientific Development
47	Support the IAIS in a sensible approach to financial institution regulation, based on principles and risk management
48	The IAA should develop appropriate standards (recommende practice to which individual actuaries should adhere) to ensure the globval recognition of the profession.
49	enhance the recognition of the actuarial professional troughout the world
50	Actuarial Competency standard Of Government Actuarial supervision
51	Consider technical issues (as Solvency, ERM now of great interest for the profession
52	Transparency of IAA governance (including the Nominating Committee).
53	Stronger governance, accountability of committees to be energetic. VPs overseeing various committees could help.
54	refreshing the profession with new concepts, knowledge and techniques
55	Promote the role of the actuary in "non traditional" fields (i.e. other than insurance, pensions, etc), for example Enterprise Risk Management, Valuation procedures in industry other than the insurance
56	Upholding professional standards internationally (e.g. where an actuary is a member of more than one IAA full member association, which one has responsibility for discipline etc?).
57	Establishing the authority and credibility of the Global Actuarial Profession
58	- Connection towards Risk Management initiatives (reason: we loose ground to others; we should NOT be forced in only a legal control type of role)
59	Dynamic Financial Analysis In Non Life
60	The need to gain acceptance across the profession for a common view on financial economics
61	The ACtuarial Proffession & Financial Risk Management
62	tax
63	Tax-legal requeriments harmonization
64	The profession in 50 years' time
65	In many countries the actuary is not perceived as being a fully qualified professional, like doctors, lawyers, architects, etc. The actuary is viewed as somebody performing a complicated and obscure work, not very clearly defined or understandable in terms of its contents and outcome. For laymen, an actuary is not an economist, not a lawyer ; is a demographer ? a statistician ? Neither of them ? So, what is an actuary ?  I am aware that the problem is not new, that the IAA cannot display a world-wide campaign to promote the profession of the actuary ; also because the results may not worth the investment. What for ? This is why I do not elaborate more on the subject. I am afraid I have no suggestions to propose, neither at the national association's levels nor at the IAA level. But something has to be done if we would like our profession to be promoted and enhanced properly.
66	Co-operation
67	The over emphasis on China.
68	Education, research and advancing the body of knowledge of actuarial science and applications
69	Risk management
70	Enhance and facilitate the spread of existing intellectual capital

71	China & India - developing actuarial professions
72	Ensuring that actuaries adhere to high standards of ethics and professionalism
73	International exchange of practice and experience
74	Promote mutual esteem and respect amongst actuaries
75	Ethics . There should a strong and active promotion , not only in asking to have a good Code of Conduct , but to be known and exerted by all .
76	Obtaining legal recognition of the actuarial profession and the functions of actuaries, especially in major countries.
77	International Actuarial Standards
78	representing the actuarial profession on a global level in all matters relevant to the actuarial public vis a vis a variety of globally organized counterparts
79	Post qualification learning or CPD - IAA requirements refer to associations having a Code of Professional Conduct, which in turn refers to actuaries only doing work for which they are experienced and competent. This in turn means that actuaries should maintain and keep upto date their knowledge. Many associations have CPD Schemes but not all are obligatory. Many argue that it is upto the individual. I do not think that is enough.
80	To facilitate better communication among actuarial associations
81	Expanding a field of practice where actuaries can make a valuable contribution
82	Take part in the "real world", use technical competence to serve public interest
83	actuarial qualification
84	Professionalism
85	To see the profession recognised worldwide as an important one in the business world
86	increasing professional demands
87	CPD (continous professional development)
88	Formulate education and continuous professional development programs respecting the principle of subsidiarity and national requirements.
89	education
90	Recognition of the actuarial profession
91	Professionalism
92	Leadership selection. This seems to be a very closed process. More involvement by the organizations with input from those with knowledge of the participants is important.
93	Play a key role in special issues (i.e. solvency II etc.)
94	Ability to attract the best and brightest, and to give them corresponding challenges and opportunities
95	Increase actuaries outgoing work. Might just as well be a technical statements as well as participating in public affairs (I hope that expression is not a negative one).
96	International co-operation
97	Influencing the development of international accounting and regulatory standards to be actuarially sound, practical and effective.
98	IFRS and new Solvency regim and all issues related to that in connection with actuarial work
99	World wide mutual recognition agreement of full members of full member associations of the IAA (similar to the European Groupe Consultatif agreement)
100	Promoting actuarial science and research on a global basis
101	A secondary challenge for the IAA is to implement strategies and campaigns that will ensure a significant increase in the level and extent of volunteer efforts of individual actuaries, through the work of the IAA Committees and Sections, who have a truly global vision, understanding and empathy for the global community of nations.
102	Developing the role of actuaries in risk management
103	Professionalism

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# IAA Strategic Planning Task Force Questionnaire

## Results Overview



Date: 3/6/2007 12:46 PM PST

Responses: Completes

Filter: No filter applied

9. If I could change one aspect of the IAA's governance structure it would be.....	
#	Response
1	More open election process.
2	More business style oriented decision making and accountability for those decisions.
3	I need to learn much more before I can address this question.
4	The actual Anglo-Saxon dominance (or more precisely of actuaries representing the "financial-technique" and "self-regulation" culture) in daily work (assembling of working parties, drafting responses, representing the IAA at other organizations), although most individuals take considerable effort to allow all opinions to be represented, that can to often not overcome that dominance.
5	Scrap the current committee/section structure
6	Six monthly meetings and broad member association representation with respect to most key decisions and developments results in slow progress on too many important issues. We need an ability to have more "fleet footed" groups that can take the development of important subjects forward while the politics is addressed offline.
7	Probably more openness around nominations etc. and more power to influence national associations that are not meeting international standards
8	Too many committees work with beurocratical issues, mosta ctuarial items are concentrated in the insurance committee
9	Bureaucracy
10	improved focus on priority issues
11	The creation of a true Executive Committee co-ordinating the activities of the various Sub-committees
12	More accountability for committees.
13	Transparency of governance - ensuring the committee structure brings the right people to the debates
14	Put more authority with committees, Council should have only accept/reject of committee decisions.
15	I think a possible criticism of the lack of transparency in selecting members of core IAA organizations might be mitigated by just adding voluntary candidacy system to the current nomination process.
16	?. My remark is that the IAA should run itself more like a business with appropriate urgency in dealing with issues and clear decision making processes.
17	Allow diversity
18	Create an empowered Executive Committee
19	Hire actuarial staff to support committee (and task force) work
20	more traqnsparency and stronger links to current leaders of member associations
21	Merge the President's forum and Council
22	Increase unanimity (between members) on the goals of the organisation. Increase transparency of process (e.g. Nominations).
23	Introduce multi-candidate elections for the key positions - President-elect. Plan for succession of the Secretary-General.
24	the substitution of the Council by a so-called "General Meeting" which should be open for representatives of all member associations. Their voting weights should depend on the amount of the contributions which the member associations have to pay.
25	a longer president term
26	No Comment
27	deliver more information about the results of the questionnaires
28	Drop the pretence that individual actuaries are members of the IAA. They haven't agreed to be members, so they can't be.
29	create an effective executive board with focus on priority issues based on professional and full-time expertise
30	Nothing
31	Greater openness

32	Create a real Executive Committee with real power and authority.
33	The permanence of some Presidents
34	The IAA should charge higher fees and become less amateurish and more professional.
35	to have a more transparently accountable Executive Committee that is accountable for delivery against an agreed strategic plan
36	Have the election of leaders be a democratic (even if senatorial) process. Replace the Council with the President's Forum (restructured to work), with voting rights more proportional to membership than currently. Remove the Section leaders and other 'special people' from the group.
37	Give a small Executive Committee some limited operational powers.
38	A mechanism that enhances communication, e.g. quicker responses to issues.
39	better integration/taking into account of national diversity emanating from diverse national regulation, nation-specific aspects of insurance markets
40	to achieve more effectiveness through a more active, empowered executive committee. I'm cheating by adding a second: find a way to get good young bright active actuaries involved at the IAA level, rather than old farts who've done great things long ago but have now become hangers-on
41	There are no sections needed. Committees need to be combined by subject (accounting, regulatory) rather than by issue.
42	separate focus on developed market and less developed market
43	give more power to the Council for the nominations
44	Make the Nominating process more inclusive and transparent.
45	I am not sure I understand the governance structure.
46	VP's with oversight of some committees, and Representative Regional VPs all in an Executive Committee
47	Incorporar a miembros de paises en desarrollo o de poco desarrollo como miembros asistentes a los comites.
48	to reduce the number of committees
49	To introduce lay representation in a supervisory body of some kind
50	More power to the Executive Committee
51	Enforce Council governance
52	To have a small elected Board with three year mandates, appointe by regional groupings.
53	An institution where the regions would be represented (without country representatives)
54	More full time staff
55	No opinion since I am not really fully involved with the various structures' detailed functions. I would suggest it is fonctionnig well as it is right now.
56	To streamline the structure to remove unecessary layers and committees/bodies and clarify decision making process and responsibilty/authority
57	No Comments.
58	none
59	Provide some purpose to Council, possibly giving the current EC some further operational (not governance) role
60	The IAA Executive Committee should be empowered with more decision-making authority
61	I'm not really close enough to the structures to make a judgement. The organisation seems to be hamstrung by having so many member organisations with different agendas
62	no idea
63	To define better the roles of the different bodies to become more executive .
64	focus on core activities and bundle them within the governance structure defined in the IAA statutes (avoid to set up new committees whenever somebody "has an idea", clarify the roles of Council and Presidents' Forum respectively)
65	Create a streamlined Executive Committee with reasonable powers to take action.
66	More transparency in governance
67	I do not see any problems in the IAA's governance structure. Better use of Presidents' Forum will make good understanding of IAA initiatives.
68	Council, which sometimes tends to be a formality
69	Don't know enough about the structure and how it works today. Seems to be a nice chat-club for individual members, though.
70	merger the Presidents Forum with Council a clearer (regional) structure of education a clearer principal of subsidiarity of IAA to member organistations
71	Changing the structure of comitees with fever committees and more working parties

72	To have a body that effectively gives support to local Associations
73	maybe not really a governance thing, but: more resources for the secretariat
74	Minutes max. 2 weeks after the meeting
75	The Macedonian Actuarial Association is relatively new member of the IAA and therefore we can not provide proficient answers on the questions 8 and 9.
76	More open process while preserving the diversity concerns.
77	Try to find a broader basis
78	Council meetings seem pretty ineffective
79	Getting a more efficient operation of the central bodies - possibly including staff actuaries for actuarial specific issues.
80	Having a more effective Executive Committee
81	At the same time that I am hesistant to change something that has been working acceptably I think that we should really consider if we need all the committees and should not consider to make more use of task forces with limited life-span
82	to simplify and clarify it
83	Equal representation on Council with one vote for each nation regardless of number of associations or number of actuaries in the nation.
84	Separating strategic thinking (Council) from operational activity (Executive Committee)

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## IAA Strategic Planning Task Force Questionnaire

### Results Overview



Date: 3/6/2007 12:47 PM PST

Responses: Completes

Filter: No filter applied

25. Are there any objectives which should be added?	
#	Response
1	No.
2	To study the differences between national approaches and to assess advantages and disadvantages, to cope better with a more and more globalized world
3	Make the fast track faster
4	Don't think so. These are the main ones.
5	I think there may be one around minimum education standards and an education role
6	Support regional cooperation
7	no
8	No
9	The IAA provides a forum for the development of uniform policy when uniformity is appropriate. One of such examples is the development of Model IASPs in connection with relevant International Financial Reporting Standards (IFRSs).
10	Support economic world growth, particularly of the less well developed countries, through the support of the free flow of capital and an appropriate (not burdensome) level of regulation based on economic/risk principles.
11	No
12	Encourage the actuarial profession to develop global solutions to major opportunities and threats.
13	The above objectives are fine but they are profession-centred. We need also objectives that are centred on public needs. Example: World Bank dishes out many microprojects requiring actuaries. IAA should be positioned as intermediary to assure quality of questions to be addressed and quality of answers given.
14	A. Promoting the development of global education syllabuses, processes and platforms for use in training actuaries (arguably part of (d) - but not yet global and needs more emphasis on practical steps).
15	Enhance the influence of the IAA on supranational authorities like the IMF, World Bank, United Nations etc.
16	No.
17	No
18	Note that many of my answers to the above question would draw equal weight if that were allowed.
19	in relation to 24.g extend the help to local bodies (mainly supervisors)
20	Raise the standard of education of actuarial students throughout the world.
21	no
22	no
23	No
24	Perhaps the IAA should accept a role in helping/assisting the development of national associations where such help is needed.
25	Fewer is better.
26	No.
27	-
28	No, there are not.
29	Create and educate the next generation of actuaries in countries with no recent actuarial tradition.
30	All of the above were important, so it was tough assigning them numbers under 5. I'd also include in a: helping associations & profession have a greater presence, and not get sidelined by economists, accountants, etc.
31	No

32	Promote high standards of technical competence among actuaries in all parts of the world
33	Create and maintain a global actuarial qualification to at least a basic level Develop and maintain Global Actuarial Standards
34	No.
35	No other objective
36	See issues above
37	h. Play an advisory, policy-making role and participating at the regulatory formulation at the national level, through national member associations, or as IAA where there are no national associations present, in all bodies, institutional and ad-hoc, taking decisions regarding private and public insurances, investment of public and private pension funds and social security polices.
38	Maintain effective relationship with other international bodies (IAI, World Bank, IASB etc.) and proactively influence thinking and decision making in the best interests of the actuarial profession and society as a whole
39	No
40	Facilitate or provide technical actuarial education
41	Consistency and uniqueness of of skill sets of actuaries worldwide is probably captured above
42	no
43	no
44	None
45	Particularly none.
46	no
47	Setting international standards for different professional tasks.
48	Not specially
49	/
50	Support the development of the profession in new countries and in new practice areas
51	promote an agreement of world-wide mutual recognition of full members of full member associations of the IAA (similar to the European Groupe Consultatif agreement)

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# IAA Strategic Planning Task Force Questionnaire

## Results Overview



Date: 3/6/2007 12:48 PM PST

Responses: Completes

Filter: No filter applied

26. Please add any comments you have on any of the above questions or on any topic you feel would be of use to the Task Force as it deliberates.

#	Response
1	None.
2	IAA focusses too much on organizational issues, especially professional self-regulation, which does not comply with the (legal) culture of a large number of member organizations, which rely on public control.
3	Nothing further
4	Fee levels: Difficult to answer this question without some idea of "how much". Standards: Response is highly dependent on quality and professionalism of standards - some recent poor quality/"non-actuarial" IASPs have not been well regarded at all. IAA standards need to be more principles based (and education material should be published as that, not IASPs).
5	Key issue is that actuarial profession remains credible in all countries - a poor reputation in one country can harm the profession internationally, and this may mean that subsidiarity may need to be revised or at least reviewed
6	Far too much work is done on development of useless standards. Develop regional actuarial organisations, like the GC in Europe.
7	whether my association would be willing to increase dues to IAA if its tasks were extended, I think dues are paid by individual members and barely decided by the association.
8	There is a degree of divergence between theory and practice within my association and others. We all want the IAA to be better but we all fear a powerful body usurping our independence. Reassuring associations that the combined power of the IAA will more than make up for loss of independence is the crucial factor.
9	None
10	Currently, IASPs are developed and maintained by a handful of hard working volunteer people. But we all know that IASPs are going to be more and more important for the IAA and actuarial profession around the world. The IAA needs to have a solid operational and governing basis to meet the expectations of the international standard setters like IASB. So, I think it worth while, as one example, to consider having a couple of technical staffs in the IAA to help develop and maintain the IASPs for IFRSs in the future.
11	Thank you for allowing participation
12	A lot of the current internal debate: transparency, voting for PE is self-centred, artificial and it is distracting us from the fact that we are not moving fast enough on crucial issues for the profession. We lack a strong managerial directions, the staff resources and the finances to do the important projects that need to be done.
13	Q4/6/8. Organisational structure may not be the whole reason why IAA Committees work slowly, and are not often very effective. They underachieve (at least in part) because the members are too busy themselves yet do not organise effort elsewhere. In other words, members do not commit themselves. We should be alert for the occasions when this is due to a genuine non-alignment with the goal, rather than just being too busy, or having poorly-defined goals. Q14. I believe the issue of subsidiarity is not being addressed appropriately by many who talk about it. Subsidiarity is a reflection of the constitutional reality of the IAA - it is owned and controlled by its Member Associations, and it should remember that when negotiating projects like standards, rather than overplay its hand. Q7. Things can be achieved globally through the IAA, but not by having any Committee assume 'legislative' power it does not have, either in law, or in the combined will of its members. Question 7 addresses this point, but too simplistically, so it may produce misleading answers.
14	I have answered questions relating to my Association without referring to its Council - you may find that the answers given officially by ASSA differ from mine.
15	It would have been helpful if the background of this questionnaire would have been explained more detailed.
16	Elections are difficult in such an organisation. The election should be the endorsement (or not) of a single individual who has been 'sounded-out' to be the best person for the job. Soundings should be taken by a senior actuary, or the President, of all those who, as voters and interested parties in the election might have a view on the suitability of the candidate. Then the 'election' becomes an endorsement of the candidate, the 'sounding-out' and the process.
17	none
18	I think it difficult for all IAA members to agree with a unique criteria. Because Social Securities and Taxation system are different from country to country, so private pension schemes or insurance products may differ like that.
19	-

20	<p>1. the role/objectives of the IAA is the fundamental issue - structure &amp; strategy should follow.</p> <p>2. within the above and assuming a more directional role for the IAA, the need for an empowered EXCO is crucial.</p> <p>3. The nominations process needs to be more transparent and inclusive.</p> <p>4. We have to find ways to involve member associations more effectively; we need to deal with both member involvement in IAA activities and IAA involvement/support for member association activities.</p> <p>5. The committee &amp; Section structure is less than helpful - Sections should be accountable to Council/EXCO as committees, with some of the associated Committees becoming sub-committees within appropriate sections. A way would have to be found to continue to accommodate individual membership of Sections/Practice Areas, but under the direction of Council - the leadership for each section could be part membership part council appointees. Each section would then play a role in the execution of the overall IAA strategic plan.</p>
21	The questions were often phrased in a way that was difficult to answer. For example, the question on VP's. I would highly support it if the VP position were rotated and were chosen by member associations. I would strongly oppose it if it were a lifetime position, such as those enjoyed by the "inner circle".
22	<p>21 to 23 are unclear to me - consensual determination of positions, as current practice (?) seems o.k.</p> <p>Public oversight is an interesting idea - perhaps should be discussed</p> <p>Universal fast track would have risk of weakening governance - needs a balance between efficiency and discipline</p>
23	#7 was a tough one to answer. Assuming the standards are sensible, and are developed/approved in a logical, defensible, transparent process, then yes. But that assumption is key.
24	On the principle of subsidiarity - I agree with the contents, but I personally believe that the interpretation is too strict, hindering the profession globally. If we ever want to achieve the goal of recognition of the profession globally, we need to be less strict on this principle.
25	I like to elaborate more on my issue # 3 : we ask actuaries " to accept actuarial assignment only if qualified to do so " however , the actuarial competency of government supervisory body may not be qualified to perform the actuarial supervision of insurance industry ; without competent government actuarial department , it is difficult to drive upgrading the actuarial standard of that market ; IAA may want to set such standard or coordinate with IAIS to do it
26	Thanks for this opportunity
27	Fast track has some good points, but we find that they don't always get a good debate amongst our members, since we don't have to vote for them.
28	No me he interiorizado como debiera sobre todas las actividades de la IAA. Por so me faltan antecedentes para opinar. Pedro Arteaga C. Past President Instituto de Actuarios Matemáticos de Chile.
29	Re question 7 - acceptance of international standards is not necessarily a matter for national professional bodies - for example, in the UK technical standards are the responsibility of the Board for Actuarial Standards.
30	The rich and varied history of the actuarial profession around the world represents a legacy which has to be respected. The IAA should regard itself as on a journey towards a more powerful role in due course, but must proceed at a pace which maintains consensus. This indicates an evolutionary rather than revolutionary approach to change, and it is therefore all the more important to keep the process moving steadily.
31	Make a list of all issues and prepare a questionnaire to look for those where there is a common ground. Take only those issues further.
32	<p>(a) Replies to questions where I have indicated option No. 3 (being neutral) as my choice: I am not aware of the official policy and situation regarding my member association (SAA) on the various issues raised on the different questions. Therefore, my choice for replying or indicating option No. 3 are to be interpreted as "no opinion". This is to make it clear that I am not officially translating my national association's view on the issues raised.</p> <p>(b) Question No. 12: At the moment, I have not in mind the "fast track" procedure to be applied to all public statements. Therefore, I cannot provide with a view of it.</p> <p>(c) Questions 16 and 17: Actually, I have never asked my national association to fund my expenses to participate at IAA meetings.</p> <p>(d) Question No. 24: For the reasons indicated in my email to Dave Hartman of 31 January 2007, I would refrain from ranking the 7 objectives (a to g) as indicated. In my view they are all relevant. That is why my option for each is number 7.</p>
33	No
34	<p>note that issue 1 is probably my top issue, but the IAA doesn't have a particular role to play, in that this is really up to the local association.</p> <p>And note that since I am a member of several organizations, and not representing a specific one, some of the questions are not relevant (those relating to "your organization...")</p> <p>And Q21 and 23 are confusing -- it assumes that there are VPs in an Exec Committee.</p> <p>Q24 -- should have been in the form of range of importance, rather than rank, so my answers are quite arbitrary and probably misleading.</p>
35	Council should use taskforces more & committees less - taskforces have limited timeframes
36	no
	Question 7 is difficult to answer on a numerical scale. International Standards can be useful as a basis for providing Member

37	Associations with input either for adoption or for their own standards development. However, they can also impinge on the subsidiarity principle. This is a subject that needs a lot of work (and it is currently on the agenda of the Professionalism Committee).
38	The IAA should focus on core activities reducing the number of committees and the length of regular meetings
39	I do not represent my association on Council. To a certain extent some of the answers "on behalf of my association" (e.g.Qs 13 & 15)are personal answers, although I believe that if discussed within my association believe that the association's answer would be similar.
40	None
41	I believe the answer to the question 7 very much depends on how binding the standards are and how deeply they will affect practices in each country. This question may be a little broad.
42	./.
43	Going through the committee structure and have one VP for larger committes and set up working parties-
44	/
45	Concern over the fact that Anglo's have the money to participate and others for the most part don't. Have to work hard to be inclusive of those given that fact. Perhaps we should explore the possibility of bursaries for certain organizational representatives. In saying that I admit that I do not have a suggestion as to how we would control that.

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### 28. What is your main role within the IAA? (choose only one)

#	Response
1	President-elect of a member association
2	President Elect of Member Association
3	ordinary member
4	Past President
5	Former President of member association and council
6	committee vice-chair person, subcommittee chair
7	Council Member and past president of ASHK
8	No tengo un Rol, reciente fuimos aceptados asociado
9	Various, including the Strategic Planning Taskforce
10	member of the board of a Member Association
11	President-Elect of a Member Association but not CD

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