



# Strategic Plan

## Vision Statement

The actuarial profession is recognized worldwide as 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.

## Mission Statement

The mission of the IAA, as the worldwide organization of actuarial associations, is:

- to represent the actuarial profession and promote its role, reputation and recognition in the international domain; and
- to promote professionalism, develop education standards and encourage research, with the active involvement of its Member Associations and Sections, in order to address changing needs.

## Values Statement

The IAA adheres to the values of integrity, accountability, transparency, and objectivity when dealing with Member Associations, other stakeholders and the public.

## Strategic Objectives and Priorities/Action Plans

### Strategic Objective 1

Identify, establish, promote and maintain relationships with key supranational audiences and provide them with actuarial input to improve the soundness of decisions being made on important issues with a global impact.

#### *Priorities/Action Plans*

1. Identify and prioritize relevant supranational organizations with whom to establish and maintain key relationships.
2. Bring key relationship bodies into contact with the relevant actuarial groups.
3. Build and maintain key relationships, based on a two way dialogue.
4. Provide relevant supranational organizations with actuarial input on matters of importance.

## **Strategic Objective 2**

Facilitate the coordination, use and expansion of the scientific knowledge and skills of the actuarial profession, including beyond the traditional areas of actuarial practice, to help enhance the scope, availability, and quality of actuarial services offered by individual members of its member associations.

### *Priorities/Action Plans*

1. Identify and prioritize fields of practice and develop a program to support each area.
2. Create strong links with non-actuarial international organizations in “wider fields”. (links to Strategic Objective 1)
3. Support Full Member Associations in the promotion and development of actuarial practice in Enterprise Risk Management, including the CERA designation.
4. Promote and facilitate the coordination of research among Full Member Associations.

## **Strategic Objective 3**

Establish, maintain and promote common standards of actuarial education and common principles of professional conduct. Promote the development and issuance of actuarial standards in the jurisdictions of all Full Member Associations, and the global convergence of actuarial standards.

### *Priorities/Action Plans*

1. Maintain and promote basic education standards to ensure they remain up to date.
2. Promote the recommended set of continuing professional development (CPD) guidelines.
3. Maintain and promote a common understanding of the principles of professionalism, including code of conduct and disciplinary procedures.
4. Develop model standards of practice.
5. Periodically monitor activities of Full Member Associations (FMAs) with respect to these action plans.

## **Strategic Objective 4**

Support the development, organization and promotion of the actuarial profession in areas of the world in which it is not present or is not fully developed.

### *Priorities/Action Plans*

1. Help emerging and recently established actuarial associations to develop and assist existing member associations, on request, to continue their development.
2. Facilitate the progress of associations towards becoming Full Member Associations of the IAA.
3. Leverage the volunteer capability of Actuaries Without Borders (AWB) and FMAs to fulfil the objective.
4. Increase awareness and recognition of the profession, and assist FMAs in this respect as required.
5. Facilitate interchange of information, experiences and transferable models between countries with a developing actuarial profession and with more developed FMAs.

### **Strategic Objective 5**

Provide a forum for discussion among actuaries and actuarial associations throughout the world.

#### *Priorities/Action Plans*

1. Encourage forums for actuaries to discuss global actuarial issues.
2. Encourage discussions between association Presidents.
3. Encourage not only worldwide, but also regional contact and cooperation among member associations, as well as the IAA sections.

### **Strategic Objective 6**

Improve recognition of the actuarial profession among external audiences, including employers, other professionals, academics, business at large, policy makers, regulators, students, and the public.

#### *Priorities/Action Plans*

1. Build an actuary brand to increase the breadth of awareness of the skills and training of actuaries in traditional and non-traditional areas of practice;
2. Promote the recognition of the actuary as a professional governed by codes of conduct, professional standards, and a disciplinary process; and
3. Work in conjunction with local member associations to communicate the brand message internally within the IAA, its member associations, and actuaries worldwide.

*Adopted 4 November 2008; Revised 26 May 2013.*