



Final, December 18, 2019

INTERNATIONAL ACTUARIAL ASSOCIATION
Executive Committee (EC) Meeting
Westin Hotel, Tokyo, Japan
November 17, 2019 – 13:30 – 17:00
Minutes

Present

Gábor Hanák, Chairperson
Tonya Manning, President-elect
Masaaki Yoshimura, Past President
Jerry Brown
Charles Cowling
Alf Gohdes
Cathy Lyn
Tomio Murata
Roseanne Harris

Regrets

Régis de Laroulière

Secretariat

Mathieu Langelier, Executive Director
Carol Ann Banks, Director, Operations &
Finance
Christian Levac, Director, Communications
& Membership

Chairperson Gábor Hanák called the meeting to a start at 13:37 local time.

1. IAA Presidential Town Hall on November 18

The EC discussed the Presidential Town Hall that would take place the next day. The bottom-up part of the presentation will be delivered by Charles Cowling, Renewal Task Force (RTF) Chair. The EC wants to ensure that it is made very clear that the bottom-up is not for vote. Live voting is planned for exploring opinions among participants on some issues. There are no decisions/approval that will be made at the town hall, this would be for providing information and having discussion only.

2. EC Members Activities During the IAA Meetings on the Renewal

The EC members confirmed that they were aware and confident regarding their roles during the week of meetings in Tokyo relating to the renewal.

The EC received from President Gábor a question and answer document based on issues that had been raised relating to the renewal. This will be sent to the RTF for their review as well. The EC was asked to provide their feedback to help finalize this document. EC feedback is listed below.

- Document is long, try to shorten. After some discussion, the EC decided to format font differently to make it easier to read. However, the document is not to be presented as is, its purpose is that the main ideas in it and the spirit would be used in various discussions during the Tokyo meetings.
- Add the issue that if a Full Member Association (FMA) nominates an EC member to be on SPC this could be a conflict of interest and not ideal although permitted by the rules.
- Training of leadership and role description of Relationship Managers (RMs) should be in this document.
- Procedure for starting projects needs to be added to this document. A project might be FMA led and as an FMA driven project, then it might be appropriate for the IAA to carry out. It is important to understand source of the project/activity. One EC member commented that the projects the IAA should start looking toward should feel relevant to the committees; therefore, accomplishing more with this new structure. However, if there is a project that is not aligned with the IAA strategy, it could still be pursued in Sections. Charles pointed out the importance of encouraging Sections to be a valuable part of the IAA.

3. Council Discussions Including Top-down Governance and Strategic Planning Committee (SPC)

Gábor explained that if the RTF's top-down proposal is approved by Council, a formal message will be issued to FMAs inviting them to self-nominate for the SPC no later than December 16 with the draw scheduled for December 17. Indications of self-nominations from a few associations have already been signalled.

Normally, the SPC will meet twice a year during the IAA meetings; therefore, this will be no extra cost for FMAs. The SPC will continue the RTF's work on the bottom-up should the top-down be approved by Council on November 21. The SPC will need to meet before Brussels to finalize bottom-up. EC also discussed what day the SPC meeting would be scheduled in Brussels. The timing of the SPC meeting during the IAA meetings is important and will be determined next year.

The EC viewed a presentation on Virtual Forums from Christian. Leadership will be trained on how to use the Virtual Forums that will be accessible directly on website. It was pointed out that good bandwidth is key for having good sound and visual quality during virtual meetings. The Secretariat will control who moderates these forums. Once the bottom-up structure is determined, the Secretariat will create and pre-populate the initial Virtual Forums. The EC was enthused about the tools the Virtual Forums will provide. The EC pointed out that meeting virtually has potential to improve work pace and diversity because it is more accessible. The virtual meetings have advantages to personal meetings for information sharing. However, in-person meetings are more appropriate for deeper discussions and resolving different views when producing a work product.

4. Role of the EC for the Impact Function, Relationship with Relationship Managers

President Gábor explained to EC that potential distribution of responsibilities within the EC and Officers are being considered. The potential change of responsibilities and EC discussion is listed below.

- Assigning each Officer to one of the functions: Impact – President, Advance – President-Elect, Assure – Immediate Past President.
- Assigning Officers slightly different chairing responsibilities: Chair of the EC – President (no change); Chair of SPC – Immediate Past President (new role); and Chair of the Nominations Committee (NC) – Past “Past” President. To chair the NC is a heavy workload, so is to chair the SPC, so considering the Immediate Past President continues to be Ex Officio on the NC (as has been the practice), perhaps the Past “Past” President would be in an ideal role to Chair the NC going forward. This would address the issue some have raised that there is too much overlap between EC and NC and would be a step towards distancing EC and NC as the chair of the NC would not be an active Officer. The Internal Regulations (IRs) would need to be revised to make this change. The NC will discuss this at their meeting during the week in Tokyo. The EC felt supportive of this. It was felt that this will help the heavy workload on Officers, also the Past “Past” President would be in a good position to Chair the NC as he/she will have 3 years of IAA Presidential leadership experience. However, EC needs to get feedback from our FMAs whether they agree with this important change before proposing the change formally.
- One of the Advance Committee's Vice-Chairs could be an EC member. It is not yet determined how many Vice-Chairs the Advance Committee will have. When the bottom-up structure is decided and implemented, the IRs would need to be revised for the committee and forum structure including this change as well. The Advance Committee leadership could perhaps decide the leaders of Forums, hence, lessening the load on the NC. IRs would explain that every member of the Forum, according to the RTF's idea, should be an FMA endorsed actuary and one FMA delegate plus a liaison of the relevant Sections. It is important for good cooperation between the Advance Committee and EC.
- The EC liaison function would be converted to a livelier relationship between the EC member and the committee Chair. The liaison role has been too formal. There should be a meaningful report instead of formal. The EC liaison annual meeting at the beginning of the year with

committee chairs was not done for 2019 due to being in a transitional period. The last time this meeting took place in February 2018, it was more formal than in depth with no real outcomes. EC should have more in-depth understanding and will start to implement in December.

- An EC member could be one of the Section Delegates and the other Delegate not from EC. This has already begun to be implemented (Jerry IACA Section Delegate, Roseanne, IAAHS Section Delegate and Charles PBSS Section Delegate). EC needs to have closer communications with Sections.

5. Role of EC for IAA Section Delegates

Currently, Section Delegates do not receive all communication as elected board members receive in all Sections and this needs to be changed. Section Delegates are members of the board without voting rights, but there is nothing in the rules stating they receive limited information/communications. The Officers will discuss this with Section leaders at their meeting on Wednesday, November 20 and report back to EC. On the other hand, EC needs to have a livelier relationship with the Section Delegates as well and needs to provide all information to the Section Delegates they need in order to do their duties.

6. Discussion on Section Governance

At the October meeting with Section leadership in Vienna meeting there were four areas that work would continue in smaller task forces. Gábor outlined the progress so far below.

- The task force consisting of Thomas Béhar and Gábor, agreed Section rules cannot be changed by Council unilaterally, but Council can decide if change is appropriate or not. If for any reason a Section violates its own rules, the matter needs to be resolved; in the first instance by the Section itself; if that does not work, by the EC or ultimately by Council; the Section Delegates would have an important role in this process. The document is expected to be finalized at the Section Chairs meeting on November 20.
- The task force consisting of Mathieu, Thomas Béhar and Eberhard Müller has been working on how to govern binding commitments from Sections and how Section budgets are developed and accepted. Partial progress has been achieved and it is expected that further progress will be made at the Section Chairs meeting on November 20.
- Frank Cuypers and Christian Levac have been working on a proper disclaimer used for Sections when they produce IAA branded document but their work product has not been shared yet. It is expected that progress will be made at the Section Chairs meeting on November 20.
- It was decided in Vienna that after the Tokyo meetings Mathieu will provide more information to and will have discussions with Section leaders on what constraints apply to and what effective methods are / should be available for Section leaders when communicating with their members.

So far, the work of the task forces is going well, the goodwill established in Vienna has been maintained.

7. Discussion on AWB

The EC had meaningful discussion relating to the functional analysis of the AWB. Part of what the IAA needs to do is assist developing associations which is not currently an integrated approach. The EC determined that this issue is operational issue that they will carry out. Jerry, Roseanne and Mathieu formed a small task force that will further discuss this and then draft a proposal.

8. Review Risk Register

The EC noted the risk register. It was pointed out that the strategic risks should be addressed by SPC/Council and not EC. Carol Ann will ensure that the strategic risks (items 1b, 1c, 1d, 2b and 4a) are allocated to SPC once it is implemented into existence in 2020.

9. Approve EC October 15 Minutes

The EC approved the minutes as presented.

10. Committee Workplans

The EC liaisons will review their respective committees' workplans and the report back to EC at the December 18 conference call.

11. Future Meeting Location Seoul, South Korea, Q2 May 2021

The EC was supportive of the future meeting locations in the proposal. The EC believe that principles needed to be established to determine which sorts of destinations the IAA accepting of and which should be ruled out. Charles, Alf & Mathieu will draft some principles for EC consideration. It was pointed out this is not an urgent matter but is important.

12. Financial Statements

The EC noted the third quarter financial statements for 2019.

13. Other Business

Supranational Organizations Task Force (TF)

The Supranational Organizations Task Force and Dusan Mijavec, Senior IT Manager, have created a webpage for the IAA's supranational organizations relations which is not live yet until EC approves. This web page will be a tab under the EC that will link to the supranational organization activity report and the document approved by EC that explains what is being done in terms of relationship management. Alf explained that a great deal of the value the IAA provides to its FMAs is its relationships with these supranational organizations; therefore, information on what the IAA has done in past months (activity report) should be made available to FMAs. The EC had seen the latest activity report at their October 15 meeting, but did not approve. The activity report will go on the December 18 agenda for EC approval and then the EC will discuss and decide whether to make the supranational webpage live.

Rest of the World (ROW) & Asia, Latin America & Caribbean, Oceania & Africa (ALOA)

A Council delegate suggested that ALOA be the acronym that names the region that consists of the countries other than Europe, Canada and USA and to no longer use ROW. After discussion, the EC decided to test this using an informal vote at the Presidential Town Hall on November 18 to get a feel for others' opinions on this.

Presentation to the Professionalism Committee (PC)

As EC liaison to the PC, Alf circulated to EC a short presentation he plans to present to the PC on the bottom-up renewal process. The points included in Alf's presentation had already been sent to committee leadership by Charles Cowling, Chair of the RTF.

14. Next Meeting and Adjournment

The next EC meeting is at the Westin Tokyo Hotel on Friday, November 22, 2019 starting at 8:30 local time. Gábor adjourned the meeting at 17:00.