## Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>08:00 – 08:10</td>
<td>Introduction and purpose of the Presidential Town Hall</td>
<td>Gábor Hanák</td>
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<td></td>
<td>Introduction of Officers, EC and Chairs</td>
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<td></td>
<td>Recognition of First Time Attendees</td>
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<tr>
<td>08:10 – 09:00</td>
<td>IAA Renewal Presentation</td>
<td>Gábor Hanák</td>
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<td>Charles Cowling</td>
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<td>09:00 – 10:00</td>
<td>Question &amp; Answer Period</td>
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<tr>
<td>10:00 – 10:30</td>
<td>Coffee Break</td>
<td>Galaxy Ballroom</td>
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Officers

President: Gábor Hanák (Hungary)

Immediate Past President: Masaaki Yoshimura (Japan)

President-Elect: Tonya Manning (USA)

Executive Director: Mathieu Langelier (Canada)
Executive Committee

Jerry Brown (USA)

Alf Gohdes (Germany)

Charles Cowling (UK)

Cathy Lyn (Jamaica)

Régis de Laroullière (France)

Tomio Murata (Japan)

Roseanne Murphy Harris (South Africa)
Committee Chairpersons

**Actuarial Standards**
Andrew Chamberlain (UK)

**Advice & Assistance**
Darryl Wagner (USA)

**Audit & Finance**
Cecil Bykerk (USA)

**Education**
Bozenna Hinton (Australia)

**Enterprise & Financial Risk**
Paul Braithwaite (USA)

**Health**
Christelle Dieudonné (France)

**General Insurance**
Bob Conger (USA)

**Insurance Accounting**
William Hines (USA)

**Insurance Regulation**
Stuart Wason (Canada)
Section Chairs

AFIR-ERM
Fernanda Salas (Mexico)

ASTIN
Frank Cuypers (Switzerland)

AWB
Mike Smith (USA)

IAAHS
Adrian Baskir (UK)

IAALS
Gunn Albertsen (Norway)

IACA
Gerd Warnke (Germany)

PBSS
Abe Hernández (Portugal)
Recognition of first-time attendees

Subhendu Bal (India)  Qu Liu (China)
Aiza Benyamin (Malaysia)  Takashi Ogawa (Japan)
Victor Carter-Bey (USA)  Danny Quant (Singapore)
Ko-Wen Chang (Chinese Taipei)  Manfred Rapf (Austria)
Steve Cheung (Hong Kong)  Sunil Sharma (India)
See Ju Chua (Singapore)  Michel St-Germain (Canada)
Michael Clark (USA)  Olivier Steiger (Switzerland)
Atsushi Hayakawa (Japan)  Suee Chieh Tan (Singapore)
Klaus Krøier (Denmark)  Simon Wasserman (UK)
Rassem Ktata (Tunisia)  Frédéric Weber (Singapore)
Wei Jia (China)  Keiji Yamaguchi (Japan)
Alexander Leung (USA)  Yan Zhang (China)
Member Poll

Visit: www.sli.do
#tokyo1119
How should the IAA name the region that consists of countries other than from Europe, the USA and Canada?

- Rest Of the World – ROW
- Asia, Latin-America and the Caribbean, Oceania, Africa – ALOA
IAA Renewal

Top-down governance proposals: voting
Bottom-up structure proposals: discussion
RTF View

• Council should remain sovereign
• Strategy should be handled by a smaller and FMA represented body
• There is a need for a separation of strategy and execution
• EC is over worked and spends too much time “fighting fires”
• Nominations and Audit and Finance perform important work and should remain in a similar capacity to their current role
Key issue

• Current Council is too big to be effective and does not allow time for deep discussions
• The Executive Committee consists of “IAA hat” members
• There are serious issues where FMAs have different views such as:
  ▪ what concrete strategic initiatives would best serve the high-level Strategic Objectives?
  ▪ should the profession grow worldwide where it does not exist?
  ▪ should we embrace a wide diversity of actuarial topics/initiatives?
  ▪ what should be the future role of ISAPs?
Key issue

• There is a need to create a new body that:
  ▪ is a subset of Council;
  ▪ is much smaller than Council, allowing for effective discussions and settling controversies;
  ▪ still broadly representative of the diversity of Council;
  ▪ does not make decisions on behalf or instead of Council; and
  ▪ consists of FMA representatives

• The RTF recommendation is to create a Strategic Planning Committee (SPC)

• Key principles now agreed and presented in Tokyo for approval

• The RTF has also developed proposals on the structure of the IAA which will be presented in Tokyo for discussion.
Governance solution: The creation of an SPC

- FMA representation
- Diversity of views
- Ability to work out consensus or compromises
- Can scrutinise work before it is given to Council for eventual decision
Key elements of the proposal to create the SPC

• The FMA populated SPC recommends strategy to Council – no decision making, no operational tasks

• Transfer all strategic matters from EC to SPC

• Although no direct decision making power, if SPC works properly its recommendations will meet Council’s view

• No changes to Council, Nomination Committee, Audit and Finance Committee
Key principles agreed
SPC composition

• 12 member FMAs initially appointed by random selection and approved by Council. Selected amongst 3 Tiers by size (750-; 750-5000; 5000+ MWAC)

• Four year terms of office to allow for effective rotation

• Chaired by Immediate Past President. Other Officers and Executive Director attend as non-voting ex-officio members

• General agreement on the need to have observers, unlimited in number (subject to any necessary practical constraints), but limited to one delegated observer per FMA

• Necessary balance between the need to keep the SPC small and effective while allowing FMAs who want to contribute the chance to do so
The Motions

B10. RENEWAL TASK FORCE

a. Top-down Governance Proposal

*Motion: (four-fifths majority vote required)*
That, on the recommendation of the Executive Committee, Council approve the proposed changes to the Statutes as presented.

b. *Motion: (four-fifths majority vote required)*
That, on the recommendation of the Executive Committee, Council approve the proposed changes to the Terms of Reference of the Nominations Committee in the Internal Regulations as presented.

c. *Motion: (two-thirds majority vote required)*
That, on the recommendation of the Executive Committee, Council approve the proposed changes to the Internal Regulations, except for the changes to the Terms of Reference of the Nominations Committee as presented.

d. *Motion: (simple majority vote required)*
That, on the recommendation of the Executive Committee, Council approve the proposed Protocol for the selection of the Strategic Planning Committee members as presented.
Entitles of the three Missions of the IAA

**Impact Mission**
- Executive Committee,
- Relationship Managers

**Assure Mission**
- Assure Committees

**Advance Mission**
- Advance Committee,
- Forums

Sections
Current IAA structure has grown significantly over the years. The huge number of activities undertaken means that there is little oversight or management from the officers or EC. Moreover their time is often absorbed by “fighting fires” around activities that are causing problems.

FMAs have expressed concern about their inability to have visibility over all IAA activities. It is not clear whether many activities have been FMA led or led by enthusiastic individuals.

FMA engagement (and delivering value to FMAs) is an important priority for the IAA.

More focus is needed on core IAA strategic objectives, in particular our desire to maximize our impact with key supranational organizations.

With the departure of the AAA there is an increasing need to reduce costs and activities (or increase subscriptions).
### Definitions and Examples

<table>
<thead>
<tr>
<th>'Do'</th>
<th>'Share'</th>
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<tbody>
<tr>
<td>• Actions that will be commissioned by EC of Operations entities</td>
<td>• Activities that entities will have responsibility for conducting</td>
</tr>
<tr>
<td>• Actions with specific objectives and/or timeframes</td>
<td>• Activities that are not time-limited</td>
</tr>
<tr>
<td>• E.g. Education Committee: <em>Develop and update the actuarial education guidelines and syllabus</em></td>
<td>• E.g. Education Committee: <em>Share best practice in attaining the IAA education syllabus standard</em></td>
</tr>
<tr>
<td>• E.g. Actuarial Standards Committee: <em>Develop new model international standards of actuarial practice</em></td>
<td>• E.g. Professionalism Committee: <em>Support the development of professionalism, through professional standards</em></td>
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What this means for operations:

<table>
<thead>
<tr>
<th>‘Manage’</th>
<th>‘Do’</th>
<th>‘Share’</th>
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<tbody>
<tr>
<td>• Greater emphasis on Strategic Objectives will increase efficiency and provide clear demarcation of responsibility.</td>
<td>• Strategic activities will be under direct control of Governance. • Entities are focussed in their objectives, and oversight comes direct from EC and Council</td>
<td>• Technology maintains contact when strategic activities are not being undertaken. • This provides the fora for engagement on specific areas of interest. • This provides a pool of ready experts when strategic activities are commissioned.</td>
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<tr>
<td>➔ ‘Committees’</td>
<td>➔ ‘Task Forces’</td>
<td>➔ ‘Forums’</td>
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</table>

➔ The large majority of IAA entities become either Task Forces (“doing” entities) or Forums (“sharing” entities). Committees are largely reserved for entities who are just managing other IAA entities.
➔ Terms of reference are narrowed to focus on either “managing”, “doing” or “sharing”
Rationale for this approach

• It seeks to maximise the benefits of the restructure of the IAA, looking particularly at focus and efficiency.
• The ‘Do’ versus ‘Share’ approach is designed to solve the discussions around meeting attendance, and maintaining a ready pool of experts to carry out actions for the IAA where required.
• Maintaining participation in the IAA in support of strategic objectives will be prioritised.
• An emphasis on virtual meetings means that FMAs will be able to have many more IAA delegates, particularly the smaller FMAs who can’t afford to send large delegations to the IAA.
A note on Sections

• It is hoped that Sections will have an important role to play in the establishment and operation of Forums
• Sections should continue to support the development of the global actuarial community, and lead the efforts of individual experts in furthering the profession.
• Statutory committees, Assure committees, the IRC and the IAC will all continue to work as in the past, but with greater focus on core strategic objectives
• The Advance Committee will provide direction and oversight to Forums and those Task Forces which report to the AC.
• They are permanent entities, with rolling objectives.
The Advance Committee’s Terms of Reference

• Purpose to encourage and promote the development of actuarial knowledge and expertise by providing oversight and direction to Forums and Task Forces
• Reports to EC on the work of Forums and Task Forces
• Works with Relationship Managers to assist the IAA in its engagement with key supranational organizations
• Recommends to SPC or EC new initiatives or IAA entities
Forums will report to the Advance Committee
- Their principal tasks will be to share knowledge and expertise and suggest IAA projects for the Advance Committee’s consideration.
- Any IAA project that might be recommended by a Forum will go to the Advance Committee for their approval.
- The Advance Committee will decide whether it should be undertaken (possibly by a Task Force) and will oversee it.
- The Forum will provide resources (with others such as FMAs) to complete the project.
- Representation at forums will be one endorsed FMA delegate per association, and unlimited endorsed FMA participants, plus an appointed Section Liaison from each relevant Section.
- Participation in face-to-face meetings will be limited if necessary to FMA delegates and Section liaison only. Meetings to occur once annually.
- Participation in virtual meetings is limited to FMA endorsed delegates and endorsed participants, and relevant section liaisons. Virtual meetings may occur more than once annually.

<table>
<thead>
<tr>
<th>Forum</th>
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<tbody>
<tr>
<td>Operates like a Facebook Group</td>
<td>Yes</td>
</tr>
<tr>
<td>Open to one (only) FMA rep</td>
<td>No</td>
</tr>
<tr>
<td>Open to any FMA reps</td>
<td>Yes</td>
</tr>
<tr>
<td>Open to Section rep/s</td>
<td>Yes</td>
</tr>
<tr>
<td>No dollar cost to join</td>
<td>Yes</td>
</tr>
<tr>
<td>Has an agenda</td>
<td>Yes</td>
</tr>
<tr>
<td>Produces IAA work products</td>
<td>No</td>
</tr>
<tr>
<td>Purpose?</td>
<td>Connect FMAs and other experts supported by FMAs to share information. Suggest IAA work products. Provide resources for IAA work products and to support relationship managers</td>
</tr>
<tr>
<td>Holds face to face meetings?</td>
<td>Limited</td>
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Forums to be allowed to propose projects and initiatives to Advance Committee
Proposals are to be presented by Forum Officer(s), but may be drafted by a broader informal working group, composed of relevant interested Forum and Section members

Process is:
– Forums can encourage informal working groups of interested members to propose projects to recommend to Advance Committee,
– If the Advance Committee approves the plan, it forms a Task Force to carry it out. Advance Committee appoints people to the task force, and has oversight of its work, and checks delivery of its output.
– Advance Committee is responsible for commissioning the Technical Peer Review of IAA outputs
– Sections may propose ideas to Forums to be worked up via this process. Un-commissioned projects may be carried out independent of the IAA by individual Section members.
Purpose
• Simple purpose to allow FMAs to share knowledge and expertise

Role
• Provide a forum for FMAs to exchange knowledge and latest developments in the area of [ ]
• Support FMAs developing expertise in the area of [ ]
• Respond to requests for information
• Recommend IAA projects and when appropriate assist in providing resources for projects
How Task Forces Work

• Task Forces will report to the Advance Committee (or other standing Operations Committee – e.g. Education).
• Their principal tasks will be to deliver output on an agreed work plan.
• Task Forces do not have to be time limited, but would have narrowly defined “doing” objectives linked to IAA strategic objectives.
• Task Forces would have to produce an annual work plan for approval.
• Once a Task Force has completed its work it is dissolved unless it proposes a new work plan which is then approved.
• Members of Task Forces will in most cases be appointed by FMAs, unless specific technical expertise is required.
Purpose

• Simple purpose linked to IAA Strategic Objective

Role

• List of tasks and outputs as defined in their agreed work plan.
• Arrangements for dissolution on completion of work plan
‘Assure’ Leadership

- Separate committees for Education, Membership, Advice & Assistance, Professionalism
- Committees meet in person annually
- Leadership group (4 Chairs + EC reps) comes together virtually more often, as appropriate to share agenda and activities
- No separate forums (for now) but with strong encouragement for sharing activity to occur virtually in most circumstances.
## List of where entities are going

<table>
<thead>
<tr>
<th>Old Entity</th>
<th>New Entity/ies</th>
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<tbody>
<tr>
<td>Practice Committees</td>
<td>→ Forums</td>
</tr>
<tr>
<td>Statutory and other Operations Committees</td>
<td>→ Standing Statutory / Operations Committees</td>
</tr>
<tr>
<td>Working Groups</td>
<td>→ Forums</td>
</tr>
<tr>
<td>Scientific Committee</td>
<td>→ Advance Committee</td>
</tr>
<tr>
<td>All other entities with definable objectives</td>
<td>→ Become Task Forces</td>
</tr>
<tr>
<td>Other entities</td>
<td>→ Removed</td>
</tr>
</tbody>
</table>
Further explanatory notes

- IAC and IRC will remain Committees, with two meetings per year initially.
- PBAS will become a task force
- The regional subcommittees will become task forces
- Forums and Relationship Managers will perform the horizon scanning roles
- Advance Committee will be alerted of upcoming issues
- A rapid reaction process will be set up for issues requiring urgent attention
- Advance Committee will create task forces to address issues, formed of relevant experts from Forums and RMs
IAA Meetings

- Two in-person meetings of the IAA per year
- One ‘large’ and one ‘small’ meeting per year.
- One large meeting would feature all committees and forums
- One small meeting featuring main governance committees but other committees with heavy workload can request additional meeting
- Operational collaboration with Section colloquia TBD
- Most sharing functions of committees done virtually ➔ Reducing need for face-to-face meetings and increasing potential participation from FMA delegates
Questions & Answers