



Public Service, Public Policy and the Public Actuary: *An International Perspective*

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The government is different (I)

- Differences to a private sector context
 - If it is just us, who else do we talk to?
 - Have to do things that others choose to do.
 - Different skills – or a different emphasis in skills, some are not strong in private sector professionals.





Embracing the practices of sound policy making

Basic skills with a higher priority

- Multi disciplinary perspectives are particularly valuable
- Leveraging convening power to get input from others is very powerful
- Sending for and making “comments” is an opportunity rather than a threat.

The public’s “higher standard”

- Stakeholder impact assessments
- Analysis of the potential for controversy
- Understanding and taking account of diverse interest groups





Independence of thought, leadership, and professional rigor without offending the boss

Technical leadership beyond dispute

- AGA
 - Not an official office
 - Consult widely on all issues from academia to practitioners
 - Reflect, discuss, convene, host, publish unusual things
 - Maintain and preserve the stature of the office.
- Financial supervisors
 - Leverage the international supervisors standards
- Ultimately, supervisory independence comes from the stature of the incumbent

Ultimately, anyone can be replaced



Embracing politics

- Managing ourselves in the political environment
 - Public committee hearings, media, conference presentations
- Dealing with politically motivated requests to leverage the actuary's professional stature.
- Managing politicians.
 - How much should we provide quality technical support for bad policy?
 - Might good policy be advanced or bad policy be avoided by less complete advice?
 - Who decides?
- What should we do if we find ourselves in a position to kill or kindle something?

"Conjurors offer the audience any card in the pack and always get them to take the one they want."



The government is different (II)

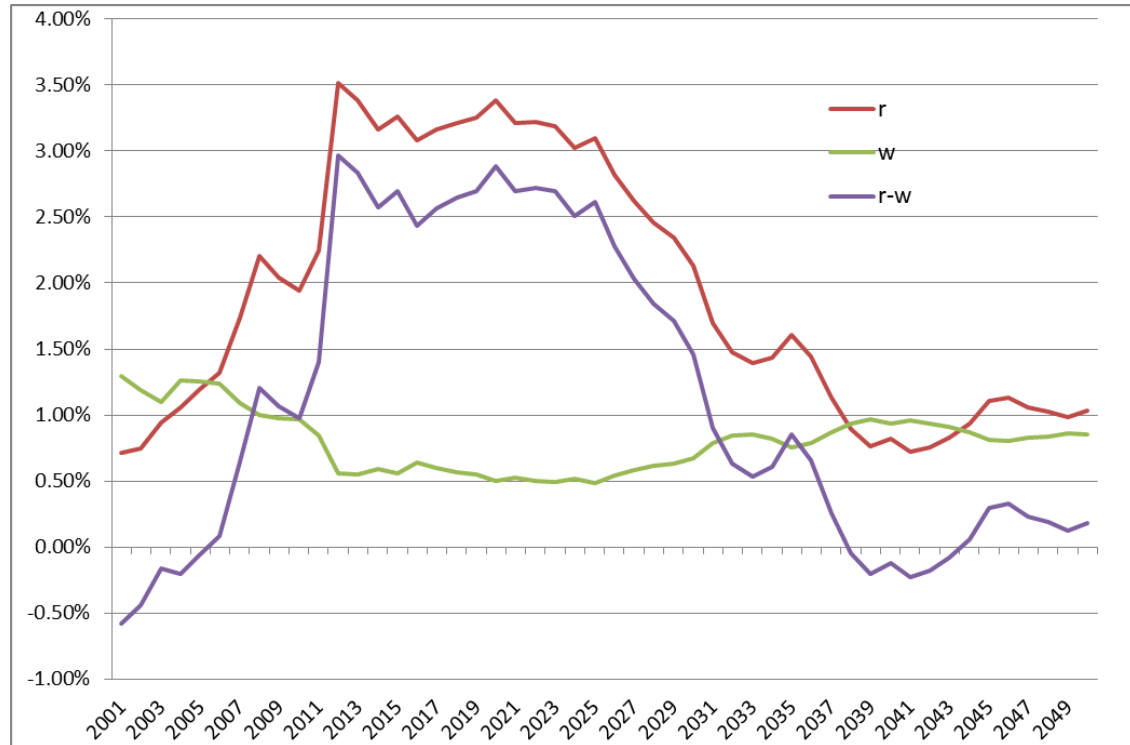
- Investing in the country and the economy
 - The ultimate risk carrier
 - Understanding the social contract
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The unfunded challenge

- “maintaining balance” is a combination of demographic and economic performance driving revenue and expenditure.
$$r_t - w_t = c_t + (i_t - p_t)$$
- When $w > r$, did we save /

US projected r-w chart
(high migration case from Census)





The ultimate risk carrier





Understanding the social contract

- Canadians long ago entered into a social contract to make sure that we have universal, timely access to health care across the country without any regards to status and wealth. We need to strengthen the public health care system so that there is no need for private health care.”
 - Ujjal Dosanjh
 - “When the courts decide that murderers, rapists, and others who maliciously break our social contract deserve health care that most working Americans can't afford, they are condemning good people to death.”
 - Tammy Bruce quotes
 - “The fact that so many working people still have to go to a soup kitchen or a food bank to make ends meet shows there's something structurally wrong with the economy. If you work, you should be able to provide enough for your family. That's part of the social contract we have with our citizens.”
 - Doug O'Brien quotes
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“I hold every man a debtor to his profession, from the which as men of course do seek to receive countenance and profit, so ought they of duty to endeavour themselves by way of amends to be a help and ornament thereunto.”

– Bacon, and the Institute of Actuaries



END
