



# Quality

A culture, not a checklist

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### It goes without saying....

.....that we all have quality as a key value and objective....

...but how do we ensure that we, other actuaries and our support teams consistently provide quality advice in a working environment that is changing at a fast and relentless pace?

### Controls = constraints

Quality controls = processes + procedures + standards + checklists + measures

### Controls = freedom to think

Quality controls = keeping the hungry fox at bay



# Defining quality

What do we want to achieve?

In other words what does good look like?

# Defining quality

embed it in the process / devise the process
explain the driver for the change
check the change is happening
reinforce with feedback

measure

review

#### Procedures and checklists

Do your procedures and checklists help you manage quality?

Do you need more procedures and checklists to achieve consistency?

What behaviours do they drive?

More importantly what behaviours do you want?

# Checking

Typically work is done

checked

actuary reviewed

peer reviewed

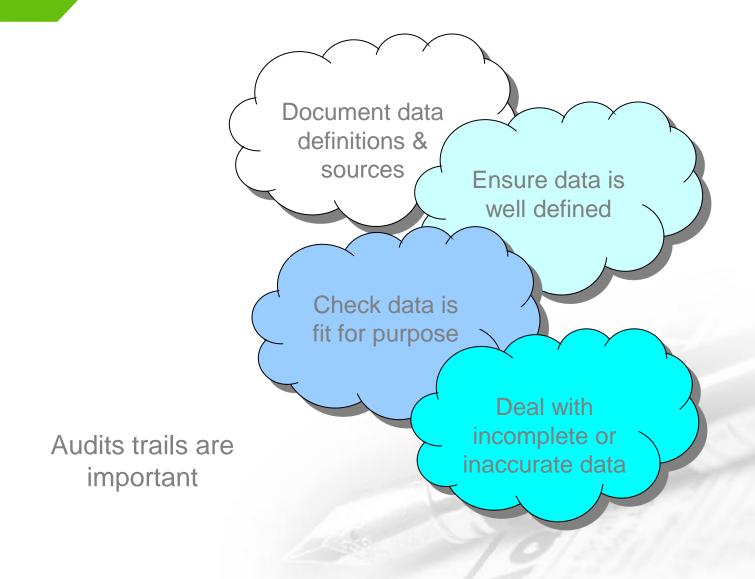
# A framework

	Pensions
	Client communication
	Audit trails
Data	Calculations
	Workflow controls
	Process

#### A framework

Pensions Client communication TAS R: Reporting Audit trails Calculations Data TAS M: Modelling TAS D: Data Workflow controls **Process** 

# Data – four principles



# Models – three principles

#### Specification

Document

Define the purpose of the model

Set out the limitations

Implementation
Build the model
Test the model

#### Realisation

Run the model
Are the inputs reasonable
Test the output

Audits trails are important

## Quality – the challenge

The question at the start was how do we ensure that we, other actuaries and our support teams consistently provide quality advice in a working environment that is changing at a fast and relentless pace?

My answer - describe what good looks like and give people the means to achieve this as easily as possible, while allowing them to focus on what really matters – addressing the needs of our clients by consistently delivering quality advice.