

2014 Executive Director Balanced Scorecard - Nov. 27/14		H = High; M = Medium; L = Low. # = Prioritization within High Category				
		H without number assigned = Ongoing, "Table Stakes" High Priority				
	Objectives	Measures	Priority	Timing	Nov. 27/14 Status	Outcome
Regulatory and Advocacy						
	Deliver on Regulator and Policy-Maker Strategy and Tactics within timelines set out in the Board-approved Communications Strategy (60% of ED and EOC focus/time)	Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy				
1	Joint Visit with Atlantic Canada Insurance Regulators	Organize and execute successful CAFII meeting with four Atlantic Canada Insurance Regulators, with education and information-sharing focus	#1 (H)	Q3 2014	Completed on October 1/14	Positive feedback obtained from Regulators and CAFII attendees
2	Regulator Kit	Develop and finalize content and design of materials for inclusion in Regulatory Kit	#3 (H)	Q3 and Q4 2014	Outstanding	
3	Produce an informative, "industry intelligence"-focused Regulatory Update targeted at regulators and policy-makers	Prepare first issue of quarterly Regulatory Newsletter, for inclusion with Regulator Kit	H	Q3 2014 and Ongoing	Outstanding	
4	Comparative Project on Consumer Value of Creditor's Group Insurance	Oversee successful completion of project, in conjunction with DMC subcommittee and Towers Watson consultants	#4 (H)	Q2 2014 thru Q2 2015	In process	Led by DMC
5	Manitoba Draft ISI Regulation	Monitor to ensure that Regulation passed is as promised	#2 (H)	Q1 thru Q3 2014	Completed Sept. 1/14	Reasonable implementation timeline secured
6	Ensure that Regulator and Policy-Maker Visit Plan is well-maintained, updated for every EOC and Board meeting, and executed/achieved	Face-to-face meetings are secured with regulators and policy-makers in accordance with plan, at least once every 18 months even for those receiving a "courtesy visit"; they are willing to take advocacy arguments into account; favourable legislative and regulatory action or inaction	H	Ongoing	2015 Visit Plan Prepared Nov 2014	
7	Produce an informative, "industry intelligence"-focused Regulatory Update for each EOC & Board meeting	Regulatory Update is produced for each EOC and Board meeting, containing outside-of-the-public-domain information on regulatory actions, pronouncements, trends and leading indicators	H	Ongoing	Complete	
8		Communiques to EOC members on issues & developments, in between EOC & Board meetings	H	Ongoing	On Target	
9		Direct communiques selectively sent to EOC members on time-sensitive issues; other news consolidated into weekly e-newsletter	H	Ongoing	On Target	
10	Draft and deliver highly quality regulatory submissions	Regulatory submissions are well-written, comprehensive & produced on time; Board and EOC have sufficient time to review and provide input; which is given due and equitable consideration and included where appropriate; submissions reflect prior consultation with allied industry Associations where appropriate	H	Ongoing	Complete	
11	CISRO education around multi-jurisdictional licensing issues and compliance challenges	Presentation to CISRO on multi-jurisdictional licensing and other compliance challenges faced by national contact centers, at meeting in Fredericton, September 29-30	M	Q3 2014	Cancelled due to proprietary information concerns	
12	Pan-industry project group to address travel insurance concerns Identified by regulators	If fully supported by Board, manage CAFII's effective participation in pan-industry project group on travel insurance in concert with CLHIA and THIA.	M	Q2 2014 thru Q2 2015	In process	
13	Maintain productive, collegial, mutually beneficial working relationships with allied industry Associations (e.g., CLHIA, CBA)	Demonstrable collaboration & productive working relationships with allied Associations, particularly around regulatory submissions. Leadership in forming joint cross industry working groups, where appropriate	M	Ongoing	Complete	Excellent working relationship with CLHIA
14	Independent consumer research on insurance topics and issues	Lead formulation of a plan and budget and obtain approval for increased use of independent consumer research, to provide communications content for Regulators/Policy-Makers and other audiences	M	Q4 2014	Deferred to 2015	

		H without number assigned = Ongoing, "Table Stakes" High Priority	Priority	Timing	Nov. 27/14 Status	Outcome
	Objectives	Measures				
<b>Media and Communications</b>						
	<b>Deliver on Media and Communications Strategy and Tactics within timelines set out in Board-approved Communications Strategy (25% of ED and EOC focus/time)</b>	<b>Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy</b>				
	<i>Media: Improve, Consolidate, &amp; Confirm "Readiness" to Respond to Media Requests</i>					
15	Key Messages/Story Scenarios/Stock Answers	Complete Key Messages/Stock Answers/Story Scenarios with strong emphasis on "human touch" aspects of how CAFII members meet consumers' needs	#1 (H)	Q3 and Q4 2014	First draft of FAQs completed	To be reviewed and refined with Media Committee
16	Short articles on case for Creditor Insurance & Alternate Distribution	Develop series of short articles on Creditor Insurance and Alternate Distribution, with emphasis on human interest angle, for use on web site, in Media Kit, in "pen control" media opportunities, etc.	#2 (H)	Q3 and Q4 2014	Outstanding	
17	Media Kit	Develop "About Creditor Insurance" Media Kit, using existing web site content and other resources	#3 (H)	Q3 and Q4 2014	Outstanding	
18	Independent consumer research on insurance topics and issues: Medium Priority	Lead formulation of a plan and budget and obtain approval for increased use of independent consumer research, to provide communications content for media and other audiences	M	Q4 2014	Deferred to 2015	
	<i>Selective Pro-active Engagement With Media</i>					
19	Roundtable Discussion meeting with "friendly media"	Roundtable with targeted "friendly media" to discuss and educate around Creditor's Group Insurance; the under-served market; and alternate distribution, utilizing the Media Kit as a discussion guide	M	Q3 and Q4 2014	"Friendly" media interview completed Nov. 19/14	Media Committee to develop plan for next steps
	<i>The Public and Consumer Interest Groups: Monitoring and Engagement</i>					
20	Financial Literacy Month	Obtain approval and execute a plan to increase CAFII profile/involvement in Financial Literacy Month (November) to raise CAFII's profile with FCAC and/or other regulators	M	Q3 and Q4 2014	Deferred to 2015	
21	FAQs on Creditor Insurance for FCAC web site: High Priority	Develop approved FAQs using existing CAFII content and provide to FCAC for use on their site	#4 (H)	Q3 and Q4 2014	In process	
22	Monitoring of Consumer Interest Groups: Ongoing High Priority	Include intelligence on Consumer Interest Groups' issues and activities in Regulatory Update for EOC and Board meetings	H	Ongoing	On Target	
<b>Association Oversight and Management Metrics (15% of ED and EOC focus/time)</b>						
23	Ensure that CAFII successfully and optimally "continues" under Canada Non-Profit Corporations Act (CNCA)	"Articles of Continuance" and Revised Bylaw filed with Industry Canada by October 17/14 deadline; Certificate of Continuance is received	#1 (a) (H)	Q1 thru Q3 2014	Complete	
		Revised By-law is optimally structured, within constraints imposed by CNCA, leading to no major operational or governance issues encountered	#1 (b) (H)	Ongoing	Complete	
24	Ensure that Association adheres to good governance practices in Board, EOC, and committee appointments; conducts annual and special meetings of members; required policies and procedures are in place and followed	Smooth, successful, non-controversial conduct of Board and EOC succession appointments; and of Annual Meeting	H	Ongoing	On Target	
25	Completion of the "re-branding" of the Association. New brand becomes synonymous with CAFII's name in the eyes of key stakeholders and members	All print and collateral materials updated with agreed-upon new logo/tagline and communicated to all members, regulators and policy-makers, and other stakeholders/audiences	#2 (H)	Q1 thru Q4 2014	Complete	
	ED becomes a "go-to" information source	Plays lead role in agenda preparation for Board and EOC meetings, and attends all scheduled Board, EOC, and subcommittee meetings	H	Ongoing	In process	
26		Board and EOC increasingly view ED as "go to" resource on governance and strategic decision matters	M	Ongoing	In process	
27	Ensure that CAFII prepares an annual operating budget that is well-grounded in approved strategic and operational plans; funds are spent according to plan; and financial control policies and procedures are appropriate and adhered to	Play a leadership role in development, management, and tracking/monitoring of CAFII's annual operating budget, and committee and project budgets. Budget targets are met, except for explainable/approved variances	#3 (H)	Q4 2014 & Ongoing	Complete	
28	With EOC Chair, oversee forming and activities of standing EOC subcommittees and ad hoc working groups; and monitor and foster their progress	Participate in all EOC subcommittees; helps to determine priorities and budgets, and works to support their activities and success in the achievement of objectives	H	Ongoing	On Target	
	Ensure that CAFII's daily operations and ongoing administration function smoothly	Complete assessment of workload allocation and resourcing; time tracking, compilation of results and development of insights and recommendation for Board review and approval	#4 (a) (H)	Q2 2014	Complete	
29		Engage with TO Corp and EOC Chair to identify opportunities to streamline processes and realign workloads to ensure smooth and timely completion of all deliverables	#4 (b) (H)	Q2 2014 and Ongoing	In process	
	Efficient, effective CAFII meetings: With EOC Chair and standing committee	Agendas and meeting materials are distributed with appropriate lead time	H	Ongoing	In process	Documents late
	Chairs, ensure agendas are focused and goal-oriented and meetings are well managed	Committee members are engaged in meeting discussions and feel meetings are productive		Ongoing	In process	
30		Meeting outcomes are productive and advance CAFII's objectives.		Ongoing	On Target	
	Ensure that "CAFII Priorities By Committee" document is kept up-to-date and	ED demonstrates engaged "ownership" of "CAFII Priorities By Committee" document	H	Ongoing	On hold	

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31	well-utilized as an operations plan for the Association	"Priorities By Committee" document is updated for every EOC and Board meeting and used as a roadmap for Committee activity		Ongoing	On hold	
32	Provide strategic and operational support to the EOC Chair in management of CAFII priorities and activities, and accountability reporting thereon	Engaged strategic and operational support to EOC Chair; escalates appropriate matters to EOC Chair for review and decision-making	H	Ongoing	In process	

Evergreen/Bring Forward Items For 2015						
Regulatory and Advocacy						
		Formulate plan and budget for engaging with non-FI Creditor Insurance Groups around regulatory risk and industry education	L	2015		
Media and Communications						
	<i>Media: Improve, Consolidate, &amp; Confirm "Readiness" to Respond to Media Requests</i>					
33	Media section on CAFII web site	Develop a media-focused section on web site, using Media Kit materials and other content	L	2015		
	<i>The Public &amp; Consumer Interest Groups: Enhanced Consumer-Friendly Web Presence</i>					
34	Consumer Testimonials	Secure additional Consumer Testimonials from CAFII members and post to CAFII site, and regularly refresh	L	2015		
35	Enhance consumer-friendliness of CAFII's web presence	Engage Search Engine Optimization services to improve CAFII's ranking in search results, and drive consumers with Creditor Insurance inquiries to site	L	2015		
36		Post Kit materials developed for other audiences that are directly relevant to consumers to the CAFII site; Revamp "Contact Us" section of site to encourage consumer questions and develop process for prompt responses	L	Q1 and Q2 2015		
	<i>The Public &amp; Consumer Interest Groups: Monitoring &amp; Engagement</i>					
37	Direct engagement with Consumer Interest Groups	Formulate plan and budget for CAFII to engage directly, beginning in 2015, with one or more key Consumer Interest Groups (e.g., Seat on Advisory Board of Consumer's Council of Canada)	L	2015		