

2014 Executive Director Balanced Scorecard - June 5/14					
H = High; M = Medium; L = Low. # = Prioritization within High Category					
H without number assigned = Ongoing, "Table Stakes" High Priority					
Objectives	Measures	Priority	Timing	June 5/14 Status	Outcome
Regulatory & Advocacy					
Deliver on Regulator and Policy-Maker Strategy & Tactics within timelines set out in the Board-approved Communications Strategy	Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy				
Ensure that Regulator & Policy-Maker Visit Plan is well-maintained, updated for every EOC & Board meeting, & 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	On Target	
Produce an informative, "industry intelligence"-focused Regulatory Update for each EOC & Board meeting	Regulatory Update is produced for each EOC & Board meeting, containing outside-of-the-public-domain information on regulatory actions, pronouncements, trends & leading indicators	H	Ongoing	On Target	
	Communiques to EOC members on issues & developments, in between EOC & Board meetings	H	Ongoing	On Target	
	Direct communiques selectively sent to EOC members on time-sensitive issues; other news consolidated into weekly e-newsletter	H	Ongoing	On Target	
Draft and deliver highly quality regulatory submissions	Regulatory submissions are well-written, comprehensive & produced on time; Board & EOC have sufficient time to review & provide input; which is given due & equitable consideration & included where appropriate; Submissions reflect prior consultation with allied industry Associations where appropriate	H	Ongoing	On Target	
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	In process for October 1/14	
Regulator Kit	Develop and finalize content & design of materials for Regulator Kit for inclusion in Regulatory Kit	#2 (H)	Q3 and Q4 2014	Not Started	
Produce an informative, "industry intelligence"-focused Regulatory Update targeted at Regulators & policy makers	Prepare first issue of quarterly Regulatory Newsletter, for inclusion with Regulator Kit	#3 (H)	Q3 2014 and Ongoing	Not Started	
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 thru Q4 2014	In progress	
Manitoba Draft ISI Regulation	Monitor to ensure that Regulation passed is as promised	H	Ongoing	On Target	
CISRO education around multi-jurisdictional licensing issues and compliance challenges	Presentation to CISRO on multi-jurisdictional licensing & other compliance challenges faced by national contact centres, at meeting in Fredericton, September 29-30	M	Q3 2014	Not Started	
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 thru Q4 2014	In progress	
Maintain productive, collegial, mutually beneficial working relationships with allied industry Associations (egs. 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	On Target	
Independent consumer research on insurance topics & 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	Not Started	

H without number assigned = Ongoing, "Table Stakes" High Priority					
Objectives	Measures	Priority	Timing	June 5/14 Status	Outcome
Media & Communications					
Deliver on Media and Communications Strategy & Tactics within timelines set out in Board-approved Communications Strategy	Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy				
<i>Media: Improve, Consolidate, & Confirm "Readiness" to Respond to Media Requests</i>					
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	In progress	
Short articles on case for Creditor Insurance & Alternate Distribution	Develop series of short articles on Creditor Insurance & 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	In progress	
Media Kit	Develop "About Creditor Insurance" Media Kit, using existing web site content and other resources	#3 (H)	Q3 and Q4 2014	Not Started	
Independent consumer research on insurance topics & 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 & other audiences	M	Q4 2014	Not Started	
<i>The Public & Consumer Interest Groups: Monitoring & Engagement</i>					
FAQs on Creditor Insurance for FCAC web site: High Priority	Develop approved FAQs using existing CAFII content & provide to FCAC for use on their site	#4 (H)	Q2 and Q3 2014	In progress	
Monitoring of Consumer Interest Groups: Ongoing High Priority	Include intelligence on Consumer Interest Groups' issues and activities in Regulatory Update for EOC & Board meetings	H	Ongoing	On Target	

Association Oversight & Management Metrics					
Ensure that CAFII successfully & optimally "continues" under Canada Non-Profit Corporations Act (CNCA)	"Articles of Continuance" & Revised Bylaw filed with Industry Canada by October 17/14 deadline; Certificate of Continuance is received	#1 (a) (H)	Q1 thru Q3 2014	In progress	
	Revised By-law is optimally structured, within constraints imposed by CNCA, leading to no major operational or governance issues encountered	#1 (b) (H)	Ongoing	On Target	
Ensure that Association adheres to good governance practices in Board, EOC, & committee appointments; conduct annual and special meetings of members; Required policies & procedures are in place & followed	Smooth, successful, non-controversial conduct of Board and EOC succession appointments; and of annual meeting	H	Ongoing	On Target	
Completion of the "rebranding" 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	On Target	
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	On Target	
	Board and EOC increasingly view ED as "go to" resource on governance & strategic decision matters	M	Ongoing	In progress	
Ensure that CAFII prepares an annual operating budget that is well-grounded in approved strategic & operational plans; funds are spent according to plan; & financial control policies & procedures are appropriate & adhered to	Play a leadership role in development, management, & tracking/monitoring of CAFII's annual operating budget, & committee & project budgets. Budget targets are met, except for explainable/approved variances	#3 (H)	Q4 2014 & Ongoing	On Target	
With EOC Chair, oversee forming and activities of standing EOC subcommittees and adhoc 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	Completed	
	Engage with TO Corp and EOC Chair to identify opportunities to streamline processes and realign workloads to ensure smooth & timely completion of all deliverables	#4 (b) (H)	Q2 2014 and Ongoing	On Target	
Efficient, effective CAFII meetings: With EOC Chair & standing committee Chairs, ensure agendas are focused & goal-oriented & meetings are well managed	Agendas and meeting materials are distributed with appropriate lead time.	H	Ongoing	In progress	
	Committee members are engaged in meeting discussions and feel meetings are productive		Ongoing	In progress	
	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 well-utilized as an operations plan for the Association	ED demonstrates engaged "ownership" of "CAFII Priorities By Committee" document	H	Ongoing	On Target	
	"Priorities By Committee" document is updated for every EOC & Board meeting and used as a roadmap for Committee activity		Ongoing	On Target	
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	On Target	

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Objectives	Measures	Priority	Timing	June 5/14 Status	Outcome
Evergreen/Bring Forward Items For 2015					
Regulatory & Advocacy					
	Formulate plan and budget for engaging with non-FI Creditor Insurance Groups around regulatory risk and industry education	L	2015		
Media & Communications					
<i>Media: Improve, Consolidate, & Confirm "Readiness" to Respond to Media Requests</i>					
Media section on CAFII web site	Develop a media-focused section on web site, using Media Kit materials & other content	L	2015		
<i>Selective Pro-active Engagement With Media</i>					
Roundtable Discussion meeting with "friendly media": Low Priority	Roundtable with targeted "friendly media" to discuss & educate around Creditor's Group Insurance; the under-served market; & alternate distribution, utilizing the Media Kit as a discussion guide & distribute	L	2015		
<i>The Public & Consumer Interest Groups: Enhanced Consumer-Friendly Web Presence</i>					
Consumer Testimonials	Secure additional Consumer Testimonials from CAFII members and post to CAFII site, & regularly refresh	L	2015		
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		
	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 & Consumer Interest Groups: Monitoring & Engagement</i>					
Financial Literacy Month	Obtain approval & execution a plan to increase CAFII profile/involvement in Financial Literacy Month (November) to raise CAFII's profile with FCAC &/or other regulators	L	Q1 and Q2 2015		
Direct engagement with Consumer Interest Groups	Formulate plan & budget for CAFII to engage directly, beginning in 2015, with one or more key Consumer Interest Groups (eg. Seat on Advisory Board of Consumer's Council of Canada)	L	2015		