

Canadian Association of Financial Institutions (CAFI)
2014 Executive Director Balanced Scorecard - May 22, 2014

Objectives	Measures	Timing	Outcome
Association Oversight and Management Metrics			
Ensure that CAFI successfully and optimally "continues" under Canada Non-Profit Corporations Act (CNCA)	CAFI successfully files "Articles of Continuance" and Revised Bylaw with Industry Canada by October 17, 2014 deadline; and Certificate of Continuance is received thereafter	Q2 2014	
	CAFI's Revised By-law is optimally structured, within constraints imposed by CNCA, leading to no major operational or governance issues encountered	Q4 2014	
Ensure that Association adheres to good governance practices in Board, EOC, and committee appointments and other transitions; conduct of annual and special meetings of members; and that required policies and procedures are in place and followed	Smooth, successful, non-controversial conduct of Board and EOC succession appointments; and of annual meeting	Ongoing	
Completion of the "rebranding" of the Association, such that its new "look and feel" becomes synonymous with CAFI's name in the eyes of regulators, policy makers, and other key stakeholders including 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	Q1 2014 and Ongoing	
Seek to become a "go-to" information source	ED plays lead role in agenda preparation for Board and EOC meetings, and attends all scheduled Board, EOC, and subcommittee meetings	Ongoing	
	Board and EOC members increasingly view ED as "go to" resource on governance and strategic decision matters	Ongoing	
Ensure that CAFI 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	ED plays a leadership role in development, management, and tracking/monitoring of CAFI's annual operating budget, and committee and project budgets	Ongoing	
	Budget targets are met, except for explainable/approved variances	Ongoing	
With EOC Chair, oversee forming and activities of standing EOC subcommittees and adhoc working groups; and monitor and foster their progress	ED participates on all EOC subcommittees, helps in the determination of priorities and budgets, and works to support their activities and success in the achievement of objectives, ie.: Distribution and Market Conduct Committee; Comparative Value of Creditor's Group Insurance Subcommittee; IAIS Core Principles Matrix Subcommittee; Industry Complaint Statistics Subcommittee; Licensing Efficiency Issues Committee; Media and Communications Committee; and Networking and Events Committee	Ongoing	
Ensure that CAFI's daily operations and ongoing administration function smoothly	ED completes assessment of workload allocation and resourcing; tracking of his time allocations over a set period; and compilation of results. Pulls together insights/conclusions for EOC and Board review and approval	Q1/Q2 2014	
	ED engages with TO Corp and EOC Chair to identify opportunities to streamline processes and realign workloads to ensure smooth and timely completion of all deliverables	Q2 2014	
Efficient, effective CAFI meetings. Working with EOC Chair and standing committee Chairs, ensure that agendas are focused and goal-oriented; and meetings are managed accordingly	Agendas and meeting materials are distributed with appropriate lead time.	Ongoing	
	Committee members are engaged in meeting discussions and generally pleased with the conduct of meetings.	Ongoing	
	Meeting outcomes are productive and advance CAFI's objectives.	Ongoing	
Ensure that "CAFI Priorities By Committee" document is kept up-to-date and well-utilized as an operations plan for the Association	ED demonstrates engaged "ownership" of "CAFI Priorities By Committee" document	Ongoing	
	Document is updated for every EOC and Board meeting	Ongoing	
	ED monitors and ensures that CAFI committee activities remain focused and on track, using "CAFI Priorities By Committee" document as a map and guide	Ongoing	
Provide strategic and operational support to the EOC Chair in management of CAFI priorities and activities, and accountability reporting thereon	ED provides engaged strategic and operational support to EOC Chair which alleviates "human resources burden" on that volunteer leader	Ongoing	
	ED escalates appropriate matters to EOC Chair for review and decision-making	Ongoing	
Media and Public Communications			

Objectives	Measures	Timing	Outcome
Deliver on Strategy and Tactics within the Implementation Timelines set out in Board-approved Communications Strategy (appended)	Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy (appended)	Q1 through Q4 2014	
Regulatory & Advocacy			
Deliver on Regulator and Policy-Maker Strategy and Tactics within the timelines as set out in the Board-approved Communications Strategy (appended)	Successful execution of tactics within specified timelines as itemized in Board-approved Communications Strategy (appended)	Q1 through Q4 2014	
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	Ongoing	
Produce an informative, "industry intelligence"-focused Regulatory Update for each EOC and 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		
Draft and deliver highly quality regulatory submissions	Regulatory submissions are well-written, comprehensive, and produced on time; all input is given due and equitable consideration across all CAFII members	Ongoing	
Obtain input from EOC and Board members in preparation of regulatory submissions; and ensure that they have sufficient time to respond to initial drafts		Ongoing	
Ensure that, where appropriate, CAFII regulatory submissions reflect prior consultation with allied industry Associations			
Maintain productive, collegial, mutually beneficial working relationships with allied industry Associations (egs. CLHIA, CBA)	Demonstrable collaboration and productive working relationships with allied Associations, particularly around regulatory submissions	Ongoing	
	Leadership in forming joint or pan-industry working groups, where appropriate	Ongoing	
Personal Learning and Development			
Polish communication style for three key audiences: Board/CAFII leaders/Regulators and Policy-Makers; and Media	Media and Communications Training with Patrick McGee	Q1 2014	
Continue strong focus on learning about Creditors Group Insurance industry and alternate distribution	ED becomes "Subject Matter Expert" and "go to" resource for Board and EOC members and other CAFII stakeholders	Q4 2014	
	ED remains fully engaged and becomes knowledgeable about all CAFII activities, decisions, and policies	Ongoing	
	ED demonstrates enhanced understanding of and judgment on CAFII positioning on contentious issues	Q4 2014	