

**Canadian Association of Financial Institutions (CAFI)**  
**2014 Executive Director Balanced Scorecard — Association Oversight and Management Metrics**  
**20-03-2014**

Association Oversight and Management Metrics				
Audience/Stakeholder Type	Objectives	Measures	Timelines	Analysis
Association as a whole	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  CAFI's Revised By-law is optimally structured, within constraints imposed by CNCA, to facilitate efficient and effective future governance and operations	Q2 2014  Q3 2014 and Ongoing	
Association as a whole	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	CAFI governance policies and procedures are well-conceived, documented, and communicated; and adhered to  Smooth, successful, non-controversial conduct of Board and EOC succession appointments; and of annual meeting	Ongoing  Ongoing	
Association as a whole	Seek to become a trusted "go to" information resource	ED remains fully engaged and becomes knowledgeable about all CAFI activities, decisions, and policies  ED plays lead role in agenda preparation for Board and EOC meetings, and attends all scheduled Board, EOC, and subcommittee meetings  Board and EOC members see ED as "go to" resource on governance and strategic decision matters	Ongoing  Ongoing  Ongoing	
Association as a whole	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  Budget targets are met, except for explainable/approved variances  Financial control and signing authority policies and procedures are adhered to	Ongoing  Ongoing  Ongoing	
Association as a whole	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	Ongoing	

Association Oversight and Management Metrics				
Audience/Stakeholder Type	Objectives	Measures	Timelines	Analysis
Association as a whole	Ensure that CAFII's daily operations and ongoing administration function smoothly	<p>ED works productively and manages relationship with CAFII Administrative Co-ordinator and other members of TO Corp support team</p> <p>ED provides leadership, management and mentoring which optimizes performance of TO Corp staff in support of CAFII's goals and objectives</p> <p>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</p> <p>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</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q1 and Q2 2014</p> <p>Q2 2014 and Ongoing</p>	
Executive Operations Committee	Provide strategic and operational support to the EOC Chair in management of CAFII priorities and activities, and accountability reporting thereon	<p>ED provides engaged strategic and operational support of EOC Chair which alleviates "human resources burden" on that volunteer leader</p> <p>ED escalates appropriate matters to EOC Chair for review and decision-making</p>	<p>Ongoing</p> <p>Ongoing</p>	
Association as a whole	<p>Efficient, effective CAFII meetings</p> <p>Working with EOC Chair and standing committee Chairs, ensure that agendas are focused and goal-oriented; and meetings are managed accordingly</p>	<p>Agendas and meeting materials are distributed with appropriate lead time.</p> <p>Committee members are engaged in meeting discussions and generally pleased with the conduct of meetings.</p> <p>Meeting outcomes are productive and advance CAFII's objectives.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
Association as a whole	Ensure that "CAFII Priorities By Committee" document is kept up-to-date and well-utilized as an operations plan for the Association	<p>ED demonstrates engaged "ownership" of "CAFII Priorities By Committee" document</p> <p>Document is updated for every EOC and Board meeting</p> <p>ED monitors and ensures that CAFII committee activities remain focused and on track, using "CAFII Priorities By Committee" document as a map and guide</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	

Canadian Association of Financial Institutions (CAFI)  
2014 Executive Director Balanced Scorecard — Media and Public Communications Metrics  
20-03-2014

Media and Public Communications Metrics				
Audience/Stakeholder Type	Objectives	Measures	Timelines	Analysis
Media	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 per Communications Strategy Tactical Implementation Timelines	

**Canadian Association of Financial Institutions (CAFII)**  
**2014 Executive Director Balanced Scorecard — Regulatory Relations and Advocacy Metrics**  
**20-03-2014**

Regulatory Relations and Advocacy Metrics				
Audience/Stakeholder Type	Objectives	Measures	Timelines	Analysis
Regulators and Policy-Makers	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 per Communications Strategy Tactical Implementation Timelines	
	Completion of the "rebranding" of the Association, such that its new "look and feel" becomes synonymous with CAFII's name in the eyes of regulators, policy-makers, and other key stakeholders including members	Timely, high quality regulatory submissions emblazoned with new CAFII branding	Q1 2014 through Q3 2014	
	Ensure that Regulator and Policy-Maker Visit Plan is well-maintained, updated for every EOC and Board meeting, and executed/achieved	Regulators' and policy-makers' willingness to meet with CAFII; willingness 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	Development and maintenance of enhanced Regulator and Policy-Maker Visit Plan, focused on dedicated, face-to-face meetings with each provincial regulator and relevant policy-maker at least once every 18 months, in Toronto or their location	Ongoing	
	Draft and deliver highly quality regulatory submissions on time		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		Ongoing	
	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 multipartite industry working groups, where appropriate	If appropriate circumstances and opportunity present themselves	

**Canadian Association of Financial Institutions (CAFI)**  
**2014 Executive Director Balanced Scorecard — Learning and Personal Development Metrics**  
**20-03-2014**

<b>Learning and Personal Development Metrics</b>				
<b>Audience/ Stakeholder Type</b>	<b>Objectives</b>	<b>Measures</b>	<b>Timelines</b>	<b>Analysis</b>
Personal	Polish communication style for three key audiences: Media; Regulators and Policy-Makers; and Board/CAFI leaders	Development and improvement through learning at  Media Training and  Communications Training Sessions  with Patrick McGee	Q1 2014; and Q2 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 CAFI stakeholders  ED demonstrates enhanced understanding of and judgment on CAFI positioning on contentious issues	Ongoing  Ongoing	