

Summary of Recommendation Around Managing Matters Contract

May 2024

Background

When Keith Martin joined CAFII in 2017, one of his major initial tasks was to determine the best model for CAFII to be supported in the delivery of its key outputs, and to identify how to fulfil on that model. This stemmed from a dissatisfaction with the performance of the Association Management Company that had been supporting CAFII, TO Corp.

Two models were explored: an Association Management Company (AMC) model, and a permanent hire model. In an AMC model, a company with people with various skills is hired, and a portion of those people's time is purchased to support key activities. A model with a permanent employee was also explored. An RFP was developed and AMCs and potential employees were interviewed. The interviews were conducted by the Co-Executive Directors of CAFII and a team of volunteers from CAFII's membership.

Pros and Cons of the Two Models

In an AMC model, CAFII can gain access to specific skills it requires, specifically administrative support, IT support, event management support, and accounting support. Because these people work in teams, there is the additional benefit of bench-strength, where one can fill in for the usual individual providing support in the event of sickness, vacation, or departure. It also allows the teams to compare notes and develop centres of competence, which is a key feature that MM emphasizes.

In an individual hire model, the individual can over time become expert in the affairs of the Association, but it is very difficult to find one person with such disparate expertise, and if they depart the HR burden falls entirely on CAFII around a new hire, and dealing with the absence of the person until a replacement is found. In the AMC model, the HR burden falls on the supplier.

The group reviewing these models determined that given CAFII's very small staff size, the AMC model was the best one for the Association. After a thorough round of interviews, Managing Matters was chosen based on its professionalism, the pitch from MM that it had excellent cultural alignment with CAFII, the dedication of its top leaders (Jenny Faucher CEO, Lyn Wallington COO), and its size (over 50 employees) which provides the benefits noted above around bench-strength.

A one-year contract was signed in 2018, renewed for 3 years in 2019 (2019-2020-2021), and renewed again in 2022 for 3 years (2022-2023-2024). The contract expires at the end of 2024 and CAFII must begin the process of deciding what its plan is for 2025 and beyond.

Contractual Terms with Managing Matters

CAFII has access to the following functions at the following levels of time:

Administration: 40% FTE

IT: 10% FTE

Event Management: 20% FTE

Accounting: 14% FTE

Total: 84% FTE

This allocation has worked well and it is not recommended that it be changed. In 2024, the costs for all these functions was \$110,742. As well, during COVID CAFII began to organize webinars that the Board has concluded are valuable and should continue even with the return to in-person meetings. CAFII pays MM outside of its contract for the organization of these webinars, at a cost of \$1700 / webinar with a usual set of 6 produced a year. This is an incremental addition to the costs of the contract. This could be incorporated into the contract, but MM is fine with having these outside of the contract and from CAFII's perspective it gives us the flexibility to determine how many webinars to hold in a given year.

Pros and Cons of Managing Matters

<u>Pros</u>	<u>Cons</u>
Known entity to CAFII	There have been turnover at times, especially in accounting, that has caused some challenges
Strong bench-strength allows for people to fill in if someone is not available	There is a cost over that of a full-time employee when outsourcing to an AMC
Dedication and commitment of senior leadership to CAFII	
Strong cultural fit—MM prides itself on being a “good place to work” where people matter	
CAFII members are large, well-respected firms—this makes CAFII a marquee client	

Recommendation from CAFII Executive Director

The recommendation is to renew the contract for another three years, 2025-2027. The model works well for CAFII, and MM has proven to be a dedicated AMC. Where there are problems or challenges, the senior leaders of MM have always been committed to a resolution, and they are open to improving processes where needed.

As well, 2023-2024 have been a time of significant transition for CAFII. There has been a transition to a sole Executive Director, the hiring and training of two new hires, and the onboarding of a new media consultant. Managing Matters is one constant that has provided some stability and continuity, and it is recommended that we not add to the changes that CAFII has been managing by contemplating moving AMCs at this time.

MM also has strong HR capabilities which have also proven valuable. In 2023, CAFII recruited for two new hires (Operations Manager, Research Analyst) and Lyn Wallington was contracted to support CAFII on this project. She proved highly capable and dedicated, and was a great supporter during this challenging process with over 4000 applicants received for the two positions.