

CAFII Management Structure: Options for Post-2023

Background: Brendan Wycks is Retiring at the End of the 2023, and a New Management Model is Required



cafii acifa

The Canadian Association of
Financial Institutions in Insurance

L'association canadienne des
institutions financières en assurance

Making Insurance Simple and Accessible for Canadians
Rendre l'assurance simple et accessible pour les Canadiens

Current Situation

CAFII currently has a two Co-Executive Directors management structure

The Board has Approved a 2023 Budget with an allocation for six months salary for a new hire(s), in addition to the two Executive Directors' salary

The Board needs to approve a new management structure before CAFII can proceed with the next steps on hiring



In the Current Structure, the Two Co-EDs Collaborate Closely, but there is a Division of Responsibilities

Keith Martin Lead

- Strategic Plan Implementation (e.g. website enhancements, media advocacy initiatives, annual research initiatives)
- Strategy Around and Preparing First Draft of Regulatory Submissions
 - Regulatory and Policy-Maker Presentations
 - Media Spokesperson
 - Moderating Webinars
 - Contract Negotiation with Vendors
 - Debrief to Board, EOC on strategic initiatives, regulatory developments
 - Producing Board, EOC Minutes
 - Regulatory Update (every second month)
 - Reports on Major Conferences
 - Vendor Contract Negotiation
 - Managing Legal Advice

Brendan Wycks Lead

- Senior Governance and Organizational Initiatives, like EOC and Board Agendas
- Finalizing and Submitting Regulatory Submissions
- Strategic Lead on Events, Meetings, Regulatory and Policy-Makers Tours
- Lead on Annual Members Luncheon, Annual EOC Appreciation Dinner
 - Board Chair Scripts for Board Meetings
- Monthly Budget Updates and Annual Audit Process; Annual Collection of Member Fees; meeting Accountant to Settle Payables
 - Regulatory Update (every second month)
- Overseeing Development of Consolidated Packages for EOC, Board Meetings
 - Preparing Content for Webinar E-Blasts
- Provides Review of Lists for Receptions, Webinars, Meetings



Recommendation: Keith Martin as the Sole Executive Director, With Two New Hires Reporting to Keith Martin



In the New Structure, Keith Martin Provides Direction, Strategy, and Leadership, with Support from Two New Hires

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Research Analyst

Policy Support

Input in Drafting of Regulatory Submissions; Preparing Presentations to Regulators

Strategizing with Executive Director, EOC, and Committee members on Approach to Regulatory Issues

Surveying Industry and Regulatory Trends, Content for Regulatory Updates, Policy Content for EOC and Board Meetings

Governance

Email motions for New Board Members, Onboarding New EOC and Board members; Script for Chair for Board Meetings

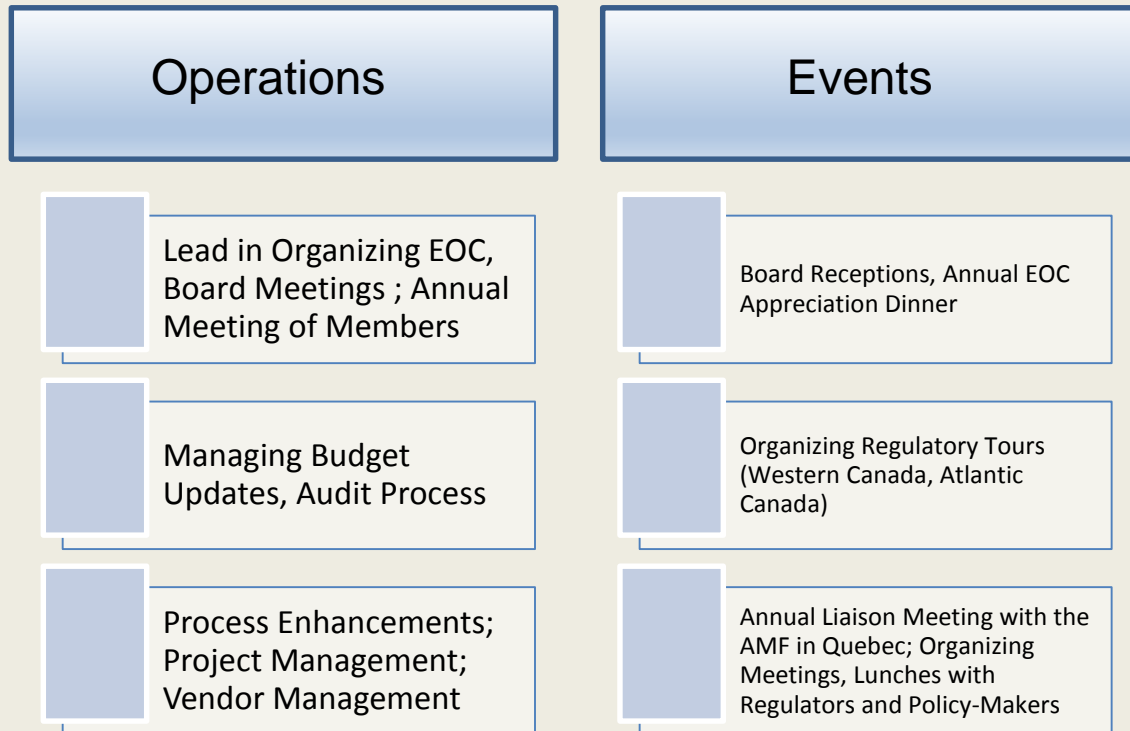
EOC Agendas, Board Agendas, Ensuring Abiding by Bylaws, Policies; Documentation for EOC, Board meetings; Annual AGM Materials

Proper Documentation and Following of Processes for Meetings including EOC and Board Consolidated Packages

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Operations Manager



This Structure Positions CAFII For Ongoing Success in the Future

- 1** Frees Keith Martin for Leadership and Strategic Contributions
- 2** Breaks Support Tasks into Two Logical Buckets That New Hires Can Succeed In
- 3** Should Create Efficiencies That in Future Could Lead to More Outputs
- 4** These Could Include More Research, Website Content, and Keith Martin Communication/Speaking Opportunities



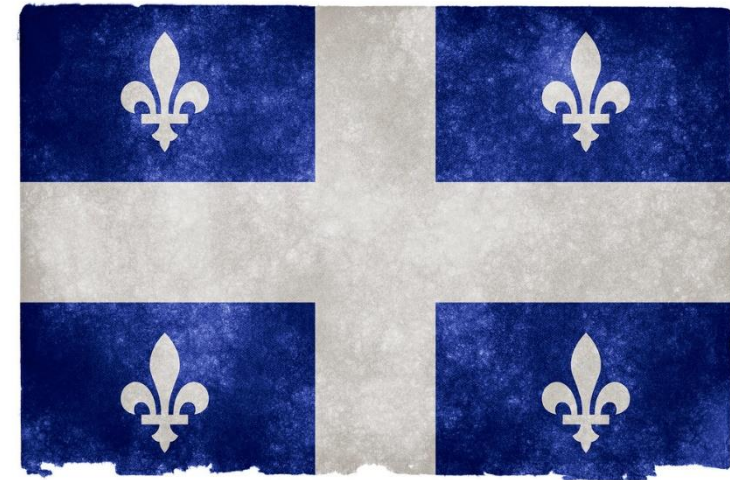
Comments on a Possible Quebec-Based Staff Hire

There has been interest raised about a Quebec-Based Staff Hire, but in Practice this Raises Questions

Most CAFII regulatory activity is not with the AMF; and most CAFII activity pertaining to the AMF is internally-focused, with CAFII member representatives, on how to comply with AMF regulatory expectations

CAFII meetings with the AMF amount to no more than 10 hours a year currently

How would Keith Martin (who is fluently bilingual) “fit into” such a model? Would meetings with AMF be held in French—if so, how would CAFII volunteers who do not speak French engage?



Thank You