PERFORMANCE DEVELOPMENT WORKSHEET

<u>PURPOSE</u>

This document is designed to assist Board members in the performance review of the President/CEO.

<u>PROCESS</u>

To have completed for the start of the following year

1. Complete the Leadership Feedback process: Management fills out an on-line survey regarding CEO's performance by end of October

2. Identify leadership competency development plan based on survey in Step 1: CEO provides plan to the executive for their review by end of November

3. The form below is completed for new goals and development plans: CEO provides to full Board by December meeting

4. Review, modify (if required) and approve the content on this form by the Board: January

Year End Review

1. CEO completes the final feedback on this performance development form by November 30th and provides to the board

2. Board Executive complete the form (Directors Area) by the December board meeting

3. CEO and Board Executive meet to discuss year performance and feedback (this will also support setting the performance development plan for the next year)

4. The finalized performance development form will be sent to the Board for final review and filing.

<u>PRESIDENT/CEO OBLIGATIONS</u>

The form shall be provided in both a form fillable PDF and/or on paper at the pleasure of the individual director.

Each goal shall be described in enough detail as to provide a clear outcome for which directors can measure.

This form will be referred to on a quarterly basis.

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DIRECTOR OBLIGATIONS

Each director will "own" their own version and will make notes in the "Final Outcome" area as to their opinion of the success of the action items based on the measures.

The directors are free to submit their form quarterly to the chair or on an annual basis in December when performance of the CEO for the year is reviewed.

These documents will be used in general board discussion and by the executive in reviewing performance with the President/CEO. AT the end of the year, the directors individual forms should be shredded and just the finalized form be saved.

COMBINED OBLIGATIONS

The board will determine an annual performance bonus amount (Maximum bonus available) by the first board meeting of the year to which this form applies.

50% of the bonus amount is included as the President/CEO's "normal" remuneration.

The other 50% is based on the board's assessment of the completion of an action item(s) in this report.

The board is to determine the final bonus payable by the December board meeting so it can be paid and allocated to the year in which it applies.

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Section 1: Goals

This section outlines the critical goals and tracking progress towards these goals.

Strategic Plan Area	Description of the Action Item and its objective	How can the board measure success	Timing	Feedback and Comments (filled out by Director and CEO)	Priority
Technology / Channels	Broker/Agent upload of new business. Brokers have the ability upload new business to most of their carriers. Through Cognition+, HTM has the possibility of accomplishing this.	We will demonstrate the ability to do policy enquiry and auto upload to the board.	Q2		
Governance	IFRS 17 is the new accounting standard that we have to adopt in 2023. To adopt it in 2023, means we have to have a comparison year of 2022.	The directors should be able to demonstrate a basic understanding of the IFRS 17 concepts and changes Samples of IFRS 17 documents will be provided There will be progress reports for the remainder of 2021 and through 2022 demonstrating our readiness position	2022		
Channels	The acquisition of Pearson Insurance is another major milestone on our journey to enhance our agent driven business. Incorporating the agency into the company using our new agent model.	Acceptance of the purchase offer Hiring of agent Transfer of the business Retention of business	Q4 (2021) Q2 July 1 Dec 31st		

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Director Feedback	General Comments (Director Area)
Overall Goal Feedback	

Section 2: Leadership Competencies

This section outlines your strengths and areas of development from the Leadership Assessment.

Strength Areas: In this section outline the top 3 strengths that your team values that is core into the future.

Competencies Area	Leadership Strength Details	How you will continue to use this strength moving forward?	Feedback and Comments (filled out by Director and CEO)
Innovation	Scores and verbal comments about my experience regarding innovation came through strong.	1. Bring emerging issues to the management team for a good discussion on how the company can be innovated around solving problems or taking advantage of opportunities 2. Utilizing others expertise in creating the innovation ideas or in carrying them 3. Recognize the input of others 4. Celebrate the wins and losses of innovation	
Models the way / Accountability	Allowing the managers to do their work with little to no supervision, providing advice and guidance when necessary.	1. Continuing to take a "nose in" and "fingers out" approach so I understand what my managers are up to without interfering 2. Discuss activities in one on one meetings and hold them accountable for the activities, offer assistance on their terms 3. Leave space in management meetings for discussion on these activities so each manager can receive or provide input and assistance if one of them is struggling to get something accomplished	

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Competencies Area	Leadership Strength Details	How you will continue to use this strength moving forward?	Feedback and Comments (filled out by Director and CEO)
Coaching / Mentorship and Delegation	Looking out for the development opportunities for the managers and providing them with the tools and experiences they would like for their growth as a leader of the organization	1. I look for opportunities through our associations, such as OMIA, NAMIC and CAMIC. 2. I consider courses beyond the direct technical courses that would help them in the day to day 3. I will provide opportunities to be part of the activities I take on as CEO so I can share the understanding and experience with them that they may not otherwise have	

Development Areas: In this section below, outline the top 3 leadership development areas from the leadership assessment.

Competencies Area	Leadership Development Details	How will you enhance this areas of development moving forward?	Feedback and Comments (filled out by Director and CEO)
Integrity / Teamwork	Building on trust throughout the organization. Our management team is in a good spot and we are working well together. We need to work on every person to have that same trust factor. Trust is built in drops and lost in buckets.	1. Continuing to improve on communication 2. Being transparent as possible on a wide range of topics 3. Showing vulnerability in meetings. If you made a mistake, own up to it 4. Get lots of feedback and act on it, even if it's to say "no". A response in the negative to a suggestion is better than simply ignoring it was ever mentioned. Recognizing an action was taken based on staff response reinforces the value of staff and their input	

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Competencies Area	Leadership Development Details	How will you enhance this areas of development moving forward?	Feedback and Comments (filled out by Director and CEO)
Coaching / mentorship / Delegation	Providing people with the opportunity to be part of some activity that is outside of the scope of their normal job builds confidence and adds interest and energy to their role in the organization.	1. Look for activities that I do that can be delegated. Be clear about the expected outcome and timeframe and offer assistance when they need it 2. Encourage managers to do the same with their staff. Look for opportunities to make suggestions to management	
Teamwork	A lot of time spent on reviewing this 360 CEO document with the management team was on management meetings. How can we be more effective and all have a better understanding of the company and where we are at.	1. We set aside Monday morning before board meetings as a scheduled day 2. Ad hoc meetings can still be called with as much lead time as possible 3. Encourage participation in the management agenda (I end up setting 90%+ of the agenda topics)	

Director Feedback	General Comments (Director Area)
Overall Leadership Development Feedback	

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