

PERFORMANCE DEVELOPMENT WORKSHEET

PURPOSE

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

PROCESS

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.

PRESIDENT/CEO OBLIGATIONS

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.

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.

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	<p>Our back office insurance system, IBS, is being upgraded to Cognition+.</p> <p>HTM is leading the mutuals in developing the farm/commercial underwriting system with Cognition+ staff.</p> <p>HTM is leading the mutuals in developing a consumer portal to provide a digital experience to enhance our personal service.</p> <p>* HTM will implement, subject to Cognition+ timeline, the claims system in the new Cognition+ platform.</p>	<p>We will be able to provide the board with a live demonstration of each of the three areas of Cognition+ as they are implemented in the company.</p>	<p>End of Q2 for farm and consumer portal</p> <p>Q3 for commercial</p> <p>Q4 starting claims implementation*</p>	<p>Apr 5- Cognition+ project is developing on-time for farm implementation in May. Model office testing is underway. Consumer portal is being deployed to our test server so further testing can be done. I am on the Commercial group investigating changes for commercial’s implementations.</p> <p>June 22 – Cognition+ is live on commercial and farm. Demo was done for the board in June. A demo of the consumer portal was done for the board in June but still in development before being released to a selective group of policyholders. It’s questionable that Cognition+ will be ready for us to start our claims project in 2021.</p>	
Governance	<p>We have struggled in the past developing and maintaining a consistent structure for key issues /decision points for the board.</p> <p>During 2021, we will develop, on a month by month, basis a document that tracks key areas with a goal to create a repeatable process for the board to use in 2021.</p>	<p>The board will be provided with a basic compliance calendar and on a quarterly basis, see modifications to it based on our actual experience.</p>	<p>2021</p>	<p>Apr 5 – I have worked with Barb and she is recording major decision points each month to develop a calendar.</p> <p>June 22 – Barb is continuing to record key activities.</p>	

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
Channels	The acquisition of the Pearson organization and incorporation into HTM moving forward.	A successful purchase of the portfolio. Initial cutover to HTM accomplished.	Q3 & Q4	<p>Apr 5 – Meeting was postponed due to surgery and now lockdown. Meeting will occur in early May. Fall timeline may still be achievable.</p> <p>June 22 – Met with Tim and Sharon. Key target dates have been established and initial pricing has been discussed. Board has been informed. Meeting set with lawyer and auditor in late June to review proposal, tax and accounting consequences.</p>	

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)
Models the Way	Support of the managers and their departments including their career and goal aspirations.	<ul style="list-style-type: none">• Work with the Management Team to hear about issues in their departments.• One on one conversations to continue, again being mindful of listening to their individual challenges.• Continue to look for opportunities for training that helps them develop; opportunities to be involved in other organizations that expand their range and add interest to their career.	<p>Apr 5 – Meetings have been accomplished. Asked at the end about my performance (over last 30 days) to identify areas for improvement. All management has enrolled in education of some nature in the first quarter.</p> <p>June 22 – Over the last two months I have had two one on one sessions to review issues. I have been mindful to ask “how I am doing”. I have provided the opportunity to participate in management conference, CIAA education, as well as NAMIC.</p>
Innovation / Big Picture	Focusing on the big picture so I can inspire innovation in the organization and respond to the changing world.	<ul style="list-style-type: none">• I have to make sure I keep my head up and look at the forces outside of the company that have, or will have an impact on our organization, so I can keep the company moving forward on the best path possible for our success.• I will continue to bring information to the management team about future risks and opportunities so we can discuss them and determine actions we can do to avoid risks or take advantage of the opportunities.• Communicating these issues and management’s plans to all staff help them appreciate/accept the changes we are making because of these external issues.• I have to work more on drawing on our plan, mission and vision and bringing them into our day to day thoughts on how we show up to work each day and serve all our customers.	<p>Apr 5 – Participation in OMIA’s weekly meetings help keep me up-to-date with emerging issues. On the innovation consulting group for the potential creation of an “Innovation Lab”. Have had two meetings with the larger leadership team where communication of these activities has been discussed.</p> <p>June 22 - Innovation discussions with the Mutual lab. Participating on several fronts with other mutuals to develop innovative approaches to problems. Board up-to-date on new projects in June including Clear Pay, Inspection Data, Smart Home devices, High valued homes and Risk Scoring. We have had a leadership meeting and staff meeting to communicate this to staff. Mission, Vision and Values incorporated into management reports and staff meeting slides.</p>

Competencies Area	Leadership Strength Details	How you will continue to use this strength moving forward?	Feedback and Comments (filled out by Director and CEO)
	Providing a positive and consistence demeanour	Showing up every day to the office with a positive mindset and providing the management team with someone they can talk to and rely who will listen and remain calm and collected.	<p>Apr 5 – There have been several opportunities of the first quarter I helped senior employees deal with challenging situations. All my focus has been on supporting them so they can do what they need to. 2021 has been going so well with my management team, how yearend went, and other activities that have occurred. Very positive atmosphere in the office. Still worry about the work from home people and have asked the social committee to brainstorm on ideas to bring us together (virtually and in-person when allowed). The “movie” weekend was one activity we did in the first quarter. Some education on wellness was done too.</p> <p>June 22 – I work 90% of the time in the office to be present for those coming into work. I have supported the social committee and management when initiatives were providing on staff health and wellness.</p>

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	Being involved with too many day-to-day activities of staff, which can confusion and interferes with the department management role.	Reducing activities at this level will help: <ul style="list-style-type: none">• Development of our IT person allowing him to take on a number of my roles.• Engagement of HR services planned in our budget with a focus on management development in this area.• Developing some easy ground rules where you can expect/allow me to play a role, where necessary to create a better alignment of our collective responsibilities.	June 22 – I have support Donna in her development of Ryan but have not been able to pass on a lot of my roles yet. Ryan is making some changes to the excel files I developed and I have reviewed some basic rule training. Donna is keeping Ryan focused on making new improvements in the organization, such as a central repository of information. I have been supportive of Steve in his role on the HR project. Using Heather has been very beneficial to the organization and more people are discussing HR issues with her including the hiring and termination process. I have supported a couple managers how had HR challenges in the first six months through coaching techniques.
Teamwork	Delegating more duties to not overtask myself and leave items unfinished.	<ul style="list-style-type: none">• The management team will have to review all outstanding issues and prioritize them.• Deciding what cannot be done in a time frame that we would like it to be done is as important as what gets done• Determine ways to help without “doing”. When someone is struggling with getting something done, bring it to the table to see if there’s support from others (management or staff) to assist.	June 22 – The management team have met and reviewed their projects on a regular basis as a group. We have realistic goals set up and conversations about timelines and status. Board has been updated by each of the managers responsible for their goals. I discuss the status of their goals at every one on one to provide an opportunity for review and to troubleshoot any emerging issues.

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	Communication can be one on one, small group or the company overall (throw in external as well). I need to make sure I take the time necessary to make sure my communication is clear, accurate and to the point. It's normally when I am rushing myself, that I make mistakes in my communication. With emails, I have to make sure I read them very carefully to ensure that my intention is going to be clearly understood. I also have to ensure that email is the best form of communication for that message.	<ul style="list-style-type: none">Any email to all staff, which contains important information about the company, will be run by the management team for their review.Any individual communication that I might question myself, should be provided to another trusted manager for their perspective.Consistency of communication, means meetings are done on a regular basis, both management team and staff. Engaging Barb to help me in a number of governance areas and Corporate Secretary duties to assist in bringing better structure with meeting timing and content.	June 22 – I have email staff a number of times on positive activities in the organization, recognizing the managers, staff and/or group for their efforts. We have had meetings with management, leadership team and staff on a virtual basis. I have each manager set up with their own Zoom account so they can manage their own communication strategy with their departments. I have attended a manager's virtual meeting with departments where the individuals haven't been in the office as much, just to "see" those employees. There have been a few emails over the first six months that other manager(s) have reviewed prior to being sent out. I have reviewed other managers emails from time to time as well.

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