

Progress on our goals

**Four strategic directions
for 2018**



1. Deliver a high-value service and be the dispute resolution provider of choice

Our goals are to:

- Continue to deliver quality and accessible service to consumers and participating firms
- Leverage expertise and knowledge to increase insights to stakeholders
- Leverage existing capabilities to expand offering of services

Our strategic plan initiatives	Status	What we accomplished in 2018
Explore and evaluate alternatives to name and shame	<p>...</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We have participated in numerous meetings and conference calls with the Canadian Securities Administrators working group and have engaged as fully as possible with securities regulators on this project
Conduct survey of participating firms on an annual basis	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We received the 2017 firm surveys in Q1 with responses from banks and investment firms • We communicated both the survey results and our response plan to all stakeholders and published them on our website
Conduct survey of participating consumers	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We sent out our consumer surveys for all closed cases throughout the year • We published results of our 2017 consumer surveys with our response plan on our website • We will be analysing and publishing the full 2018 results in 2019
Improve consumer demographics data collection and analyze outcomes	<p>...</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We fully integrated our demographics data gathering with our case management system to improve data collection and analysis potential • We will continue to optimize our complaints and demographic data as we introduce multi-dimensional analysis into our reporting capabilities
Review and update OBSI's Terms of Reference (TORs)	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We undertook a public consultation process ending in Q2, analysed the responses received and incorporated this feedback into our amended Terms of Reference • Our finalized TORs were approved by our Board of Directors and our response to all public feedback was published
Demonstrate value of OBSI services by sharing complaint and restitution expertise to consumers and participating firms	<p>...</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We improved access to information through continued development and expansion of our website • We increased our presence on social media through regular postings on Twitter and LinkedIn • Our Ombudsman and staff participated regularly in industry, consumer and professional events

2. Build enduring relationships through stakeholder awareness of the value of the OBSI service






Our goals are to:

- Strengthen firm trust and awareness of OBSI value
- Increase consumer brand awareness
- Demonstrate value and service effectiveness to regulators

Our strategic plan initiatives

Status

What we accomplished in 2018

Implement industry relationship management and communications component of public affairs strategy	 Done	<ul style="list-style-type: none"> • We met regularly with industry associations and participating firms • We shared detailed results of the firm survey and response measures • We regularly report trend data relating to issues/products to all stakeholders through multiple means of communication
Develop and pilot an early advice program for participating firms	 Done	<ul style="list-style-type: none"> • We launched the Firm Helpdesk for participating firms following the completion of a detailed pilot project
Explore participating firm interest in OBSI training sessions on dispute resolution and approaches to different case scenarios	 Ongoing	<ul style="list-style-type: none"> • We met with firms and industry associations to increase understanding of OBSI approaches to complaints and complaint experience • Our analyst team held meetings with interested participating firms on loss calculation and risk rating methodologies
Implement consumer facing PR components of the public affairs strategy	 Ongoing	<ul style="list-style-type: none"> • We improved access to information through continued development and expansion of our website • We increased our presence on social media through regular postings on Twitter and LinkedIn
Track and leverage opportunities to provide meaningful policy input to government and regulators	 Ongoing	<ul style="list-style-type: none"> • We made formal comments and submissions at both federal and provincial levels on public policy related to consumer protection and potential dispute resolution schemes in new or evolving sectors • We provided data and information to regulators on a regular basis and on request

3. Drive continuous improvement and organizational resiliency

Our goals are to:

- Standardize and improve processes and timelines
- Enhance information technology (IT) efficiency
- Effectively manage enterprise risk and prepare for external shocks

Our strategic plan initiatives	Status	What we accomplished in 2018
Standardize processes across investment and banking investigations, including implementing process improvements identified from delay data review process	<p style="text-align: center;">•••</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We continued to see improvements in average delay days per case – with a 70% reduction from 2015 levels • We enhanced our investigator and manager peer review process • We expanded and updated our investigation guidelines for investigators
Develop mechanism for regular review and update of internal processes	<p style="text-align: center;">✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We developed investigator and manager dashboards to provide real-time tracking of case progress and to ensure active and efficient management of case flow • We expanded the functionality of our case management database to improve investigation efficiency and reporting capabilities
Implement expedited resolutions policy on a pilot basis and use learnings to guide full implementation	<p style="text-align: center;">✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We completed analysis of our expedited investigation pilot project • We developed a new expedited investigation policy, with guidance notes and appropriate training materials for our staff for a full implementation in 2019 • We developed a program to ensure quality feedback from our reconsideration process
Design and implement quality improvement program that is responsive to results from firm and consumer surveys and prioritized satisfaction and quality measures	<p style="text-align: center;">•••</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We reviewed the feedback we received from our consumer and firm surveys and developed and published our findings and response action plans • Key projects for this year have included our plain language initiative; updating our investigation report process to improve efficiency and consistency; and initiating our 30-day contact standard

Our strategic plan initiatives	Status	What we accomplished in 2018
<p>Implement recommendations from the IT infrastructure and security review on a prioritized basis, including identifying, procuring and deploying updated IT infrastructure requirements</p>	<p>••• Ongoing</p>	<ul style="list-style-type: none"> • We implemented core improvements to our case management system • We launched a new billing system to improve processes and facilitate integration with the new firm portal, which will be launched in 2019 • We significantly invested in our IT security programs • We reviewed and transitioned our key IT vendor relationships to enhance reliability and security • We introduced a new phone system to improve efficiency for our teams and enhance the consumer contact experience
<p>Develop, and monitor on a quarterly basis, a specific enterprise risk management (ERM) plan, processes and internal staff training to prepare for sudden changes in case volume and other internal and external shocks</p>	<p>••• Ongoing</p>	<ul style="list-style-type: none"> • We implemented all the priority risk mitigation initiatives identified in the ERM plan • We updated the ERM plan quarterly

4. Invest in OBSI's people

Our goals are to:

- Focus on staff retention and professional development
- Continue to develop knowledge management capabilities
- Strengthen employee engagement

Our strategic plan initiatives	Status	What we accomplished in 2018
Implement training to meet needs of the internal succession plan and professional development framework	<p>•••</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • We have implemented a cross-training program for all our service teams to enhance internal development opportunities and ensure succession continuity
Ensure OBSI performance objective setting and assessment aligns with corporate strategy and Board approval objectives	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • All staff performance objectives are aligned with strategic plan goals • Quarterly performance reviews supporting accountability
Increase frequency of case debriefs at investigative meetings that enable all staff to share in the learnings from individual cases	<p>•••</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Case debriefs occur regularly at weekly management and team meetings • Our Employee Engagement Committee (EEC) has launched a Case Discussion Series in which participants review practical case studies and share best practices
Develop business case for a knowledge management system	<p>•••</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Completed business case and selected vendor for internal knowledge management system to be developed and launched in 2019
Implement Employee Engagement Committee (EEC) recommendations, as practicable	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • Our EEC continued its internal and external speaker series and renewed the committee's membership • Our secondment to the OSC was completed in Q2 and we are seeking new opportunities • We adopted other EEC recommendations
Conduct follow-up engagement survey and analyse results	<p>✓</p> <p>Done</p>	<ul style="list-style-type: none"> • We conducted our employee engagement survey and reported the results to our board. The feedback showed strong improvements in the areas of vision, immediate management and innovation