

PROGRESS TOWARD OUR GOALS

Four strategic
directions
for 2019








OBSI
OSBI



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 for 2019	Status	What we accomplished this year
Explore and evaluate alternatives to 'name and shame'	 Ongoing	<ul style="list-style-type: none"> • We actively engaged with the Canadian Securities Administrators (CSA) working group exploring options to address questions about our process • We shared low-offer research with the Joint Regulatory Committee on an ongoing basis to frame the scope of the challenges of relying on 'name and shame'
Conduct survey of participating firms on an annual basis	 Done	<ul style="list-style-type: none"> • We received the 2018 surveys in Q1 with responses from bank 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	 Done	<ul style="list-style-type: none"> • We sent consumer surveys for all closed cases throughout the year • We published results of our 2018 consumer surveys with our response plan on our website
Analyze expanded demographic information to inform plans to enhance accessibility of OBSI service	 Done	<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 introduced multidimensional analysis of our complaints and demographic data • We published the 2019 Seniors Report, which included key recommendations for addressing the seniors' issues we identified
Identify and execute initiatives and expand service offerings based on experience from case files and findings from firm and consumer surveys	 Ongoing	<ul style="list-style-type: none"> • We increased training and communications efforts to overcome communication barriers with consumers • We audited our timeline standard for contact with consumers and firms





Our strategic plan initiatives for 2019	Status	What we accomplished this year
Execute external review for banking and implement key recommendations	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We participated in the Financial Consumer Agency of Canada (FCAC) complaints process review for banks and external complaints bodies • We met with representatives of the FCAC to begin the planning process for the required independent review of OBSI's banking complaint operations in 2020
Develop and implement enhanced staff training in the identification of trends and potential systemic issues	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We updated our systemic issue identification guidelines for staff • We conducted staff training on systemic issue identification
Improve data gathering systems and communication to maximize value	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We rebuilt our case management system reports to reflect new product and issue categories for investigations and improve communication efforts described below
Collect and analyze data about cases ruled out of mandate for exceeding the six-year limitation period for the purposes of a strategic review of the six-year limitation period	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We continued to gather data related to cases ruled out of mandate due to the six-year limitations report • We plan to report on the findings in 2020
Provide periodic trend and insight reporting to regulators, firms and other key stakeholders	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We continued to report case data by making it available online and distributing an e-newsletter to stakeholders
Demonstrate value of OBSI services by sharing complaint and restitution expertise to consumers and participating firms	<p style="text-align: center;">● ● ●</p> <p style="text-align: center;">Ongoing</p>	<ul style="list-style-type: none"> • We launched the new firm portal, which gives participating firms access to their firm's case history as well as industry level complaints data and a secure way to send case documents to us • We prepared for the development and launch of our consumer portal in 2020 • We increased the number of published case studies, approaches and consumer and firm bulletins



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 for 2019	Status	What we accomplished this year
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 reported trend data relating to issues and products to all stakeholders through multiple means of communication
Explore participating firm interest in OBSI training sessions on dispute resolution and approaches to different case scenarios	 Ongoing	<ul style="list-style-type: none"> • Our analyst team held meetings with interested participating firms and industry associations on our loss calculation methodology and risk rating methodologies • We developed a compliance education program for interested firms for 2020
Undertake a consumer-facing public education campaign to build awareness of OBSI service	 Done	<ul style="list-style-type: none"> • We met regularly with consumer groups to share information • We introduced a community outreach program to augment our existing efforts to foster relationships with vulnerable consumer groups and the communities they serve • We increased our digital communications on our website and social media platforms and increased our promotion of posts and tweets • We developed and promoted an awareness video
Track and leverage opportunities to provide meaningful policy input to government and regulators	 Ongoing	<ul style="list-style-type: none"> • We provided comments to federal and provincial government bodies and regulators on issues related to establishing a single ombudsman for banks, regulation of financial planners and advisors, and service challenges for seniors

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 for 2019	Status	What we accomplished this year
Standardize processes across investment and banking investigations, including implementing process improvements identified from delay data review process	 Ongoing	<ul style="list-style-type: none"> • We continued to see improvements in average delay days per case • We enhanced our investigator and manager peer review process • We expanded and updated our investigation guidelines for investigators and our decision consistency program
Automate intake system for complaints	 Ongoing	<ul style="list-style-type: none"> • Automated case intake was built into our specifications for our new consumer portal to be launched in 2020
Design and implement quality improvement program that is responsive to results from firm and consumer surveys and prioritized satisfaction and quality measures	 Ongoing	<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 plan • Key projects for this year have included: auditing our 30-day contact standard for consumers and firms; continued focus on delay reductions; and increased training to ensure staff are prepared to effectively deliver our services to vulnerable and challenged consumers
Implement recommendations from the IT infrastructure and security review on a prioritized basis, including identifying, procuring and deploying updated IT infrastructure requirements	 Ongoing	<ul style="list-style-type: none"> • We implemented core improvements to our case management system • We integrated our new billing system with the new firm portal • We significantly invested in our IT security programs • We delivered IT security awareness training and phishing testing to all staff
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	 Ongoing	<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
Develop and implement internal program for conducting advanced data analytics	 Ongoing	<ul style="list-style-type: none"> • We made improvements to our case management system to optimize reporting capabilities

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 for 2019	Status	What we accomplished this year
Implement training to meet needs of the internal succession plan and professional development framework	 Ongoing	<ul style="list-style-type: none"> • We have implemented a mental health initiative to address the challenging nature of our dispute resolution work and ensure our employees are able to deliver our services effectively to as many consumers as possible
Increase frequency of case debriefs at investigative meetings that enable all staff to share in the learnings from individual cases	 Ongoing	<ul style="list-style-type: none"> • Case debriefs occurred regularly at weekly management and team meetings • The employee engagement committee continued to provide value through the internal speaker and case discussion series that have been well-received by staff
Implement knowledge management strategy, including deployment of optimal knowledge management system	 Done	<ul style="list-style-type: none"> • We developed and launched a new intranet to improve our document management practices and enhance knowledge sharing among staff
Implement employee engagement committee recommendations, as practicable	 Done	<ul style="list-style-type: none"> • Our employee engagement committee (EEC) continued its internal and external speaker series • We adopted key recommendations from the committee, including continued internal job shadowing and education programs
Conduct follow-up engagement survey and analyze results	 Done	<ul style="list-style-type: none"> • We conducted our employee engagement pulse survey and were encouraged by continuing improvement internally and in comparison to relevant benchmarks • Results were reviewed by the senior management team, staff and the board with the EEC to develop recommendations for 2020