



OBSI Strategic Plan 2019 Update



OBSI OMBUDSMAN FOR BANKING
SERVICES AND INVESTMENTS

OSBI OMBUDSMAN DES SERVICES
BANCAIRES ET D'INVESTISSEMENT

OBSI'S CORE STRATEGIC DIRECTIONS AND INITIATIVES

Core Direction: Deliver a high value service and be the dispute resolution provider of choice

For OBSI to deliver a high value service and be the dispute resolution provider of choice, the Board, senior management team, and all staff will work together to:

1. *Continue to deliver quality and accessible service to consumers and participating firms.* OBSI will deliver initiatives to improve service delivery and accessibility through staff insights, stakeholder surveys and enhanced processes.

Initiatives (2020 to 2021)

1. Identify and execute initiatives and expand service offerings based on staff intelligence from case files and the findings from the Firm and Consumer surveys
2. Review and update OBSI's Terms of Reference for Board approval
3. **Expand** demographic information to inform plans to enhance accessibility of OBSI service
4. Execute External Review for Banking and implement key recommendations of external review

2. *Leverage expertise and knowledge to increase insights to stakeholders.* OBSI will deliver on initiatives to maximize value for clients by providing additional insight into market trends and issues.

Initiatives (2020 to 2021)

1. Improve data gathering systems and reporting to maximize value (i.e. portal)
2. Develop and implement procedures for recording the length of time between the genesis of a consumer problem, the consumer's recognizing the problem, and a complaint being filed
3. Collect and analyze data about cases ruled out of mandate at the enquiries for exceeding the six-year limitation period for the purposes of a strategic review of the six-year limitation period

3. *Leverage existing capabilities to expand offering of services.* OBSI will deliver on initiatives that use existing resources to expand OBSI's service offerings and attract new participating firms and serve their clients.

Initiatives (2020 to 2021)

1. Identify and approach high potential sectors not currently using OBSI services
2. Expand to new sectors as practicable
3. Attract bank clients who opted out of OBSI service

Core Direction: Build enduring relationships through stakeholder awareness of the value of the OBSI service

For OBSI to build enduring relationships through stakeholder awareness of the value of the OBSI service, the Board, senior management and all staff will work together to:

1. *Strengthen firm trust and awareness of OBSI value.* OBSI will deliver on initiatives to bolster OBSI’s realized value and dependability.

Initiatives (2020 to 2021)	Cross-cutting Initiatives
<ol style="list-style-type: none"> 1. Explore, develop and implement periodic firm training on OBSI dispute resolution and approaches to different case scenarios 2. Map, define success, and build key relationships with leaders and influencers at different levels of OBSI banking members 	<ol style="list-style-type: none"> 1. Turn policy documents into short guides with case studies to explain OBSI’s approaches to complaint resolution and loss calculations

2. *Increase consumer brand awareness.* OBSI will deliver on initiatives that will enhance OBSI’s name recognition among consumers.

Initiatives (2020 to 2021)
<ol style="list-style-type: none"> 1. Undertake a consumer facing public education campaign to build awareness for OBSI service

3. *Demonstrate value and service effectiveness to regulators.* OBSI will deliver on initiatives that will effectively enhance and raise value of OBSI to regulators.

Initiatives (2020 to 2021)
<ol style="list-style-type: none"> 1. Maintain government and regulator relations components of public affairs strategy 2. Maintain, and if required, strengthen internal policy capacity within the stakeholder relations team to position OBSI to more effectively prepare formal submissions to government and regulators and to respond to requests for advice from regulators 3. Track and leverage opportunities to provide meaningful policy input to government and regulators



Core Direction: Drive continuous improvement and organizational resiliency

For OBSI to drive continuous improvement and organizational resiliency, the Board, senior management and all staff will work together to:

1. *Standardize and improve processes and timelines.* OBSI will deliver on initiatives that will create more streamlined operational practices that improve the firm and consumer experience.

Initiatives (2020 to 2021)
<ol style="list-style-type: none">1. Automate intake system for complaints2. Design, implement and sustain quality improvement program for investigations that is responsive to results from firm and consumer surveys and prioritized satisfaction and quality measures3. Conduct quality assessment and undertake required actions for the customer intake process

2. *Enhance information technology (IT) efficiency.* OBSI will deliver on initiatives that will enhance data security, support systems and improve data analytics for service improvement and knowledge sharing with stakeholders.

Initiatives (2020 to 2021)
<ol style="list-style-type: none">1. Develop and implement internal program for conducting advanced data analytics2. Undertake an independent review of IT efficiency and security no later than the end of 2021

3. *Effectively manage enterprise risk and prepare for external shocks.* OBSI will deliver on initiatives that will prepare the organization to protect its reputation, maintain service excellence, and engage and prepare its people for external shocks to its operations.
-



Core Direction: Invest in OBSI's people

For OBSI to invest in its people, the Board, senior management and all staff will work together to:

1. *Focus on staff retention and professional development.* OBSI will deliver on initiatives that will maintain strong staff retention and provide employees with meaningful professional development.

Initiatives (2020 to 2021)
<ol style="list-style-type: none">1. Implement training to meet needs of the internal succession plan and professional development framework2. Incorporate a skills matrix and needs analysis in the professional development framework3. Review, update, and re-socialize (with all OBSI staff) OBSI's performance assessment system4. Provide OBSI managers with training on the objectives, structure, and approach to providing feedback to employees and creating value through quarterly performance discussions

2. *Continue to develop knowledge management capabilities.* OBSI will deliver on initiatives that will further institutionalize knowledge of core policies, processes, and stakeholder relationships.

Initiatives (2020 to 2021)
<ol style="list-style-type: none">1. Maintain, review, and update knowledge management system and core content

3. *Strengthen employee engagement.* OBSI will deliver on initiatives that will increase employee engagement and participation in delivering OBSI strategies and building a strong culture based on OBSI's values.

Initiatives (2020 to 2021)
<ol style="list-style-type: none">1. Develop an approach for building a knowledge management culture within the organization2. Engage employees on the OBSI office move and transition to workplace of the future through a workplace visioning exercise