

**General Insurance Statistical Agency (GISA)**  
**Report on the Implementation of GISA's 2007-2010 Strategic Plan**

**Purpose:**

In 2007, GISA established its first strategic plan for the three-year period April 1, 2007 to March 31, 2010. The Strategic Plan set out the organization's mandate, mission, vision, core values and strategic priorities and initiatives.

The purpose of this report is to outline the extent to which GISA has completed the strategic initiatives outlined in the 2007-2010 strategic plan.

**Strategic Priorities & Related Initiatives:**

**In the 2007-2010 strategic plan, GISA established the following strategic priorities and related strategic initiatives:**

- 1) Effectively govern GISA and the statistical plans
  - review and enhance mechanism for the oversight and operation of GISA
  - review and enhance processes for the collection of data
  - establish performance criteria, evaluate performance of current service providers and when necessary, establish a competitive tender process for the selection of service providers
  - implement a governance framework and provide effective oversight of the IT Renewal Plan
- 2) Promote the harmonized collection of accurate and reliable data
  - conduct a review and analysis to promote rationalization of statistical data collected
  - provide a forum for establishing data requirements on a consultative and harmonized basis
  - establish mechanisms to ensure quality, accuracy and completeness of data, including self assessments, data quality reviews, taking advantage of evolving technology and the procurement of actuarial services to conduct a second level review
  - establish a mechanism for acquiring an understanding of the technology and data processing systems used by the service provider
- 3) Work towards building effective stakeholder relationships
  - determine GISA's stakeholders
  - facilitate ongoing dialogue with stakeholders
  - develop a strategic communication plan for ongoing communication with stakeholders

Achievement of the Strategic Priorities was addressed through four separate initiatives:

- 1) Governance Review
- 2) Data Collection, Analysis and Reporting
- 3) Data Rationalization
- 4) Stakeholder Relations and Communications

### **Governance Review**

GISA undertook a review of its governance framework to enhance mechanisms for the oversight and operation of the organization including oversight of data collection, analysis and reporting under the Technology Renewal Program being implemented by GISA's Service Provider.

In accordance with the review outcomes, GISA reorganized its committee structure and outlined the roles and responsibilities of each committee to enhance its oversight function. Operational processes were enhanced by making appropriate changes and adjustments to GISA's by-law and service-provider agreement. Finally, in keeping with GISA's commitment to good governance, best practices models with regard to Board composition and succession and Board education were adopted.

### **Data Collection, Analysis and Reporting**

The Data Collection, Analysis, and Reporting initiative was divided into three projects. The Data Quality Processes project reviewed and enhanced processes for data collection and established mechanisms to ensure quality, accuracy, and completeness of data. A Data Quality Review was undertaken, and recommendations from the review have been implemented to improve the quality, accuracy, and completeness of data. A component of establishing mechanisms to ensure the quality of collected data is the use of self-assessments. In this regard, GISA developed and distributed an Insurers Questionnaire on Automobile Statistical Plan reporting and posted it on its website for online completion. Results from the Questionnaire were used to formulate best practices and recommendations for implementation.

The Actuarial Resources project ensured the reliability of data for usage in GISA exhibits and reports and has incorporated the procurement of actuarial services for GISA in place of the actuarial services currently being provided.

The Technological Requirements project was initiated to develop an understanding of the technology and data processing systems used by GISA's service providers. GISA's service provider collaborated on the project to ensure that the data services being provided are the most technologically appropriate and efficient. The project has achieved the goals of acquiring an understanding of the technology and data processing systems used by IBC.

### **Data Rationalization**

The Data Rationalization project terms stipulated a review to promote rationalization and harmonization of statistical data collected. To achieve this objective, an external consultant was

retained to ensure a critical review and rationalization of data collected by GISA.

As a component of this project, industry consultations were held, resulting in the establishment of Joint Regulators/Industry working groups to propose alternative cost/benefit analysis for ASP changes and financial information.

### **Stakeholder Relations and Communications**

Under the Stakeholder Relations and Communications project, a multi-year Communications Plan was developed and rolled-out. The plan identified GISA's stakeholders and recommended the type of information to be communicated together with the medium for communication. The communications plan, aligned with GISA's core values, focused on building effective stakeholder relationships, an understanding of and development of appropriate distribution and sharing mechanisms of statistical information, and ongoing communication of GISA's data initiatives.

### **Conclusion**

GISA's activities over the past three years have been driven by the goals defined in its Strategic Plan 2007-2010. Initiatives undertaken to meet the priorities defined have been either successfully completed or nearing completion.

It is, therefore, appropriate to initiate the process for developing a new strategic plan that will look forward and guide GISA's activities over the next three years.

*December 2, 2009*