



Position Profile

VICE PRESIDENT & CHIEF OPERATIONS OFFICER

REPORTS TO: PRESIDENT & CHIEF EXECUTIVE OFFICER

ORGANIZATION: MANITOBA PUBLIC INSURANCE

DATE: NOVEMBER 2024

About Manitoba Public Insurance

Established in 1971 to address a private system that was considered expensive, inadequate and confusing, Manitoba Public Insurance (MPI) provides universal mandatory basic automobile coverage for drivers and private and commercial vehicles as well as optional insurance products.

MPI has an important financial role in Manitoba. It is accountable for the responsible management of billions of dollars of Manitoba's assets and the administration of over a billion dollars of long-term liabilities. MPI is responsible for the cost-effective operation of the provincial automobile insurance enterprise, ensuring Manitobans continue to benefit from low automobile insurance rates.

Manitoba Public Insurance is dedicated to achieving value for Manitobans, meeting the needs of its customers and ensuring the long-term sustainability of this insurance system. The Board of Directors is working with MPI management to execute a 5-year transformation strategy and plan to modernize and enhance its technology and operations to optimize the customer experience. Value is created through affordable insurance (price), comprehensive protection against the cost of collisions (coverage), service where and when you need it (service) and easily attainable coverage and services that do not discriminate (access).

Working collaboratively with its partners and through the commitment of its 2,000 employees, Manitoba Public Insurance continues to focus on:

- Strong fiscal management, leading to low income volatility, long-term alignment between assets and rigorous cost controls to ensure that automobile insurance rates can remain as low as possible
- Creating exceptional customer experience

MPI Values:

- Striving for excellence
- Providing value for Manitobans
- Doing what's right
- Investing in people

MPI By the Numbers

- 2,000 employees
- Legislation that requires for every dollar collected in premium, 85 cents must be returned to the policy holder in the form of claim payments or benefits
- \$1.5 billion annual premium revenue
- 21 offices across Manitoba
- 300 Autopac broker network
- 274,000 Autopac claims filed
- \$3.4 billion investment portfolio

- Facilitating proper and accountable collision repair
- Protecting Manitobans through superior coverage
- Connecting with our communities

MPI also administers driver and vehicle licensing services, oversees vehicle registrations and safety inspections on behalf of the Government of Manitoba and promotes road safety by educating drivers and helping communities to initiate local safety programs. MPI administers the Manitoba Identification Card, the Enhanced Identification Card and the Enhanced Driver's Licence programs.

About The Position of Vice President & Chief Operations Officer

As a member of the executive leadership team, the Vice President & Chief Operations Officer will provide strategic and operational leadership to MPI's customer service delivery functions. They will also build strategic relationships and partner with MPI's 800+ brokers and their associations to provide high-quality, effective, and accessible service delivery to all Manitobans.

In addition, the successful candidate will play a key leadership role in the business-led, technology-enabled transformation of MPI's operations (currently named Project NOVA).

The Vice President and & Chief Operations Officer will also be accountable for developing strategic plans and translating them into operational and business plans for the division. This includes defining and executing on the divisional roadmap in collaboration with the President & CEO and executive leadership team.

Additionally, the Vice President & Chief Operations Officer will hold supervisory responsibilities for the Director of Driver & Vehicle Administration, the Director of Broker Support & Customer Service and the Director of Service Centre Delivery. Accountable for continuously building and managing a high-performance organization with dedicated, skilled, engaged and customer-focused team members, with effective governance and risk practices.

About Leadership Accountabilities

Accountability 1: Strategic Planning and Transformation

- Participates in the development of the vision, direction, goals, and objectives of the corporation.
- Provides strategic direction for the division and ensures the development of divisional strategies and solutions that support the corporate vision, direction, goals, and objectives.
- Translates strategic plans into operational and business plans for the division and communicates operational objectives to all employees and appropriate stakeholders.
- Defines and champions the execution of the divisional roadmap in coordination and collaboration with the President & CEO and leadership team.
- Ensures strategic, operational, and business plans meet business needs and expectations of Manitobans, MPI departments and other internal stakeholders.

- Drives innovation and creative solutions to address business challenges.
- Champions transformation throughout the division and corporation, including acting as the seniormost business sponsor of the in-flight operations transformation program (currently named Project NOVA)

Accountability 2: Operational and Performance Leadership

- Provides expert advice and guidance and identifies related operational impacts across the full range of business strategy, programs, products and services and operational issues.
- Ensures divisional operational activities are provided in an efficient and effective manner, maintaining the highest degree of service delivery.
- Directs a pro-active and responsive operations function in a cost-effective manner, in line with approved budgets as monitored through budget variance reports.
- Oversees service delivery and demand management, including cross-channel demand and service offering planning, ensuring direction and policy guidance on demand management, and implementation of effective demand deflection strategies across service channels.
- Ensures the delivery of all customer service operations through service centres across the province, including customer and claims services, and vehicle standards and inspections.
- Oversees broker service operations, including broker contract management, implementing strategies and programs that measure and improve broker performance, and ensure consistently high levels of customer service and satisfaction.
- Manages all delivery aspects of insurance and licensing operations, including vehicle registration, driver licensing and driver records, and maintains corporate accountability for customer account receivable management and rates appeal process.
- Oversees contact centre management operations and business development, promoting initiatives that demonstrate and leverage contact centre services corporately.
- Builds and sustains productive relationships with key business partners, including oversight and negotiation of new business agreements and compensation schedules.
- Oversees the design, implementation and assessment of innovative and value-added services that meet the evolving needs of Manitobans.
- Ensures the development and enforcement of fair and consistent policies, practices, standards, and procedures for delivery of all service operations.
- Develops and implements processes and practices to identify and address needs and expectations of Manitobans, MPI departments and other internal stakeholders.
- Ensures the analysis, maintenance, and communication of records required by law or local governing bodies are efficiently maintained, and updated as needed.
- Reviews and updates operational practices on a regular basis to ensure operational efficiency and compliance with regulations.
- Conducts field audits to ensure compliance is maintained.
- Serves as a change champion in the organizational change process to produce an improved work environment and oversees the development and implementation of divisional programs which meet current and future needs.

- Participates on the corporate executive level risk committee responsible for the management and oversight of all the forms of risk and the Enterprise Risk Management program within the Corporation.
- Acts as an Enterprise Risk Owner with primary responsibility and accountability for identification, measurement, management, monitoring, reporting and escalating of the enterprise-wide risks.
- Represents the Corporation in various venues in a manner that fosters enhanced acceptance and support of the Corporation and its mandate.

Accountability 3: Organizational and People Leadership

- Redefines roles, key people processes or structures to meet emerging and long-term organizational goals and objectives.
- Builds and sustains a cohesive and collaborative team that is committed to the best interests of MPI and applies innovative strategies to plan for and organize resources, responsibilities and/or work processes to increase volume, gain efficiencies, or improve quality.
- Sustains a high-performance culture and environment where multiple perspectives are sought out, appropriate risks are encouraged, and employees are committed to excellence in service delivery.
- Creates a climate and culture of feedback that inspires high performance and personal accountability for performance.
- Ensures that appropriate development opportunities are created, to build bench strength throughout the organization, based on an analysis of business needs.
- Leads and implements change, supporting employees through proactive communication, issue resolution and effective decision-making.
- Ensures performance management discussions are conducted with all employees providing feedback on their performance against their mandate, reviewing results and discussing activities to build skill and proficiency.
- Builds strategic development plans with key individuals to ensure improvement in future capability in the organization.

About The Education, Experience and Competency Requirements

The Vice President & Chief Operations Officer is a key contributor to the overall success of the MPI organization and requires strong leadership skills and the ability to develop and maintain an environment aligned with the organization's key values. Candidates must meet the following education and experience requirements and be able to demonstrate several leadership and technical competencies.

The ideal candidate will hold a Bachelor's degree in commerce, business administration, or a related field, and possess over fifteen years of senior leadership experience in service and operations management, project management, and business improvement and innovation within a complex environment. While senior experience in the insurance or financial services industry would be advantageous, the completion of one or more professional designations such as a Master of Business Administration (MBA), Chartered Insurance Professional (CIP), or Fellow Chartered Insurance Professional (FCIP) is considered an asset.

The ideal candidate will demonstrate exceptional leadership skills with a proven ability to form, lead, and develop high-performing teams, and has an auditable track record of successes in leading operations and change in organizations comparable to MPI in terms of size, scope of activities, and nature of operations, such as Crown corporations or large corporations with complex multi-site operations. They will possess knowledge of corporate governance issues and an understanding of emerging trends and issues, particularly as they affect Crown corporations. Additionally, the candidate will have superior communication and negotiation skills, with proven success in public speaking and formal presentations. They will exhibit strong organizational skills and be capable of planning and managing multiple complex projects and tasks simultaneously. The candidate has a proven ability to adapt to and effectively lead or sponsor business transformation efforts, including developing a strategic vision, building consensus, and fostering momentum to ensure objectives are met. They are capable of positively engaging executive management, the Board of Directors, and influential external stakeholders such as the Public Utilities Board, the Government of Manitoba, strategic business partners, and interest groups with diverging interests, while operating with the highest level of integrity and business ethics. Furthermore, in-depth knowledge of applicable MPI legislation, regulations, policies, procedures, and practices is considered an asset.

Competency Requirements

Candidates must be able to demonstrate the following leadership competencies to be successful in carrying out the mission and achieving the vision of Manitoba Public Insurance:

<p>Integrity and Resilience</p>	<ul style="list-style-type: none"> • Keeps the greater good of MPI in mind at all times • Makes principle-centered decisions • Assumes responsibility, and accountability and follows through when making commitments • Demonstrates sincerity, honesty, respect, empathy and adherence to the standards and values of MPI • Maintains composure and perspective in difficult or volatile situations • Handles conflict and criticism in a positive and professional manner
<p>Superior Oral, Written and Presentation Skills</p>	<ul style="list-style-type: none"> • Defines the principles and framework of effective organizational communication • Actively listens to messages being communicated by stakeholders • Articulates complex ideas in a clearly understandable way • Creates and conducts powerful presentations to small and large groups • Develops well-constructed documents and reports • Provides sound, credible and thorough information to executive management and the Board of Directors • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
<p>Visionary and Change Leadership</p>	<ul style="list-style-type: none"> • Has broad knowledge and perspectives • Establishes a shared vision and common goals and creates an environment where the organization can achieve them • Understands the impact of external influences on the internal environment

	<ul style="list-style-type: none"> • Adopts a long-term view of organizational strengths, weaknesses, opportunities and risks in a changing operational environment • Clearly articulates a practical vision for the future, a credible case for change/enhancement and influences and inspires others to work as part of a team toward that vision • Sponsors and leads transformation toward the vision • Promotes cooperation, collaboration and partnerships between individuals or groups both within and outside of MPI, ensuring everyone understands each other’s roles, responsibilities and contributions • Identifies critical operational issues that will have an impact on the organization
<p>Excellent Judgment</p>	<ul style="list-style-type: none"> • Efficiently and effectively perceives and assesses situations • Understands when decisions require input and when they do not • Asks the right questions to get the information needed • Draws sound conclusions and recommends changes in policies and practices as required • Identifies the impacts and risks associated with decisions and takes appropriate risks • Influences decisions that challenge the status quo and provoke growth and positive development in the organization • Takes responsibility for difficult decisions • Ensures the executive and Board are appropriately informed of issues • Defines decision-making model(s) / principles / criteria for others • Utilizes objective, factual and valid information from a variety of sources to make informed decisions, understands the potential impacts and keeps all relevant parties informed • Understands complex political situations and determines effective strategies to maximize opportunity and minimize risk
<p>Talent Development</p>	<ul style="list-style-type: none"> • Understands the capacity, capability and competency requirements of the portfolio to meet its short and long-term goals and objectives • Ensures the organization has the right strategies, programs and processes to build and sustain these capabilities and capacities • Coaches and mentors team members to develop needed competencies
<p>Political Acumen</p>	<ul style="list-style-type: none"> • Understands and respects the role of the government, the Board of Directors and senior management and how they work together • Understands the culture and environment of the Province of Manitoba and translates that understanding to determine what policies, practices and standards the government would find acceptable • Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change
<p>Results Orientation</p>	<ul style="list-style-type: none"> • Incorporates the needs of clients and stakeholders when setting standards, corporate strategies and organizational direction • Sets goals and priorities that maximize the use of resources available to consistently deliver results based on organizational direction and stakeholder expectations • Driven to meet a high standard of performance • Facilitates the implementation of strategies to achieve defined service expectations and superior service delivery

	<ul style="list-style-type: none">• Monitors progress towards a goal, anticipates problems and makes adjustments when necessary• Employs advanced quality / continuous improvement techniques and strategies to optimize systems and improve organizational effectiveness
Financial Acumen	<ul style="list-style-type: none">• Understands the financial model of the organization and the elements that impact the model and financial performance• Implements strong budgeting, financial reporting and monitoring processes• Implements a risk-based approach to financial management and ensures appropriate practices are in place

We ask that individuals with an interest in further exploring this exciting opportunity contact:

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