

# **SANDY PAYNTER & CO. INC.**

## **The Commonwell Mutual Insurance Group Vice President, Talent Position Profile**

### **The Company**

With over 100,000 policies in force and \$161 million in premiums (2018), The Commonwell Mutual Insurance Group (“Commonwell” or “CMIG”) was formed in 2014 through the amalgamation of three like-minded, financially strong mutual insurance companies operating in eastern Ontario: Farmers’ Mutual Insurance Company in Lindsay, Lanark Mutual Insurance Company in Perth and Glengarry Mutual Insurance Company in Alexandria. With its head office in Lindsay, Ontario, Commonwell currently employs approximately 180 people in three offices (Lindsay, Perth, Alexandria) and also has a satellite office in Whitby, Ontario. The amalgamation of the three organizations formed Ontario’s largest mutual insurer, CMIG, with broader geographic reach and better distribution of risk than the predecessor entities. Further, the launch of Commonwell has brought forth the opportunity to develop a new brand that leverages the history, reputation and commitment to community inherent in a mutual insurer, while also evolving its business model to remain relevant and grow in the competitive and changing insurance market.

### **Mutual Insurance Companies--Overview**

A mutual insurance company is owned entirely by the policyholders. Profits within a mutual insurer are used to benefit policyholders and their communities as well as reinvestment into the business. Mutual insurance companies in Ontario began in the 19th century and were often formed in rural areas to protect farmers and their properties. While mutual insurers have evolved greatly over the years, they remain committed to their policyholders, offering a high degree of personal service, excellent customer relationships, face-to-face communications and a strong sense of community. Mutual insurers are known for taking a long-term, customer-centric approach to building their businesses and are driven to make investments in the business that will benefit their policyholders and fund business growth.

### **The Context**

The successful amalgamation of the three companies resulted in a stronger, more competitive organization with a more diverse customer base and broader suite of products. As part of the Company’s ongoing evolution, Commonwell is currently undergoing a significant transformation with an aggressive growth plan (to 2022) that targets premiums of \$250 million

per annum, doubling its size from 2015. CMIG has been making impressive progress towards that target by developing and embracing new ways of doing business, thus flourishing in a marketplace characterized by disruption. The plan will continue to leverage the Company's strengths (nimbleness, close customer relationships and minimal bureaucracy) to achieve its objectives both organically (expanding its product offering and broadening distribution) and inorganically, by considering strategic acquisitions. In order to successfully drive the transformation, grow the business and increase efficiencies and effectiveness of systems and processes, the company culture must become more agile and focus on continuous improvement. The goal is to raise the bar across the organization while maintaining the positive, family-like culture which makes Commonwell unique. CMIG has been undergoing an extensive review of their operating model and recently announced a new organization structure to help steer them on this exciting journey. A significant investment in a new technology platform is a big part of the Company's new direction and a state-of-the-art system is set to go live in the third quarter of 2019.

The current Vice President, Talent, Gayle Whittamore, has been instrumental in developing human resources and talent strategies as the company has been shifting. Since joining two years ago, she has led the development of new programs to help advance many of the changes that are underway. As Gayle has decided to retire, Commonwell now seeks a new Vice President, Talent to lead and drive the execution of the organizational Talent strategy in alignment with the CMIG's direction. Details on this critical position are provided below.

### **The Role – Vice President, Talent**

The Vice President, Talent reports to the CEO and is part of the senior leadership team and will lead, build and develop a small, high performing team of human resources professionals.

*It is important to note that the role of Vice President, Talent is evolving and the incumbent will be responsible for building the Talent function to its "future state" in accordance with Key Accountabilities laid out below.*

### **Key Accountabilities**

#### **Organizational Leadership & Development**

- Builds the human resources team and provides oversight to two direct reports; HR Business Partner – Operations, and HR Business Partner – All Other Functions
- Establishes and owns an annual business strategy and plan in alignment with the overall organizational strategy and is accountable for the execution of that plan
- Provides coaching/ talent development and performance management to all sub-functional direct reports and broadly oversees the development of talent within this function

- Champions strategic enterprise change initiatives, collaborating with the Strategy and Transformation function to support and enable organizational transformation (e.g., Guidewire implementation, growth, M&A, geographic expansion, products/ services etc.)
- Participates in executive leadership meetings representing the function with all internal and external stakeholders/ forums; participates in board committee meetings as required and builds relationships internally and externally (as needed) on behalf of CMIG
- Leads continuous improvement of the Talent function operating model and ways of working
- Drive expense management and efficiencies within the function (e.g., costs, budget management)

## Functional Leadership

- Provides strategic leadership for three sub-functions: **Talent Strategy & Experience**, **Talent Management & Operations**, and **Talent Training & Development**, and ensures alignment that drives mutually-informed support and collaboration between these key enabling corporate functions.

### **Talent Strategy & Experience**

- Leads the development and execution of an effective Talent Strategy, including recruitment and workforce planning that aligns with corporate objectives and long-term growth (e.g., pipeline management, succession planning, etc.) and ensures the CMIG competency model is used across the organization to evaluate talent and drive desired competencies
- Designs and defines an employee value proposition that drives a specific employee experience across the existing as well as prospective workforce.
- Drives strategic decisions based on talent analytics and workforce planning to grow Commenwell's competitive advantage with respect to its people in order to optimize costs, increase predictability, and lower risks from a talent perspective
- Works closely with the CEO & Executive team to realize organizational strategic objectives and instill leadership behaviours and desired organizational culture
- Drives cooperation, pride, trust, and a positive Talent brand; fosters engagement and excellence amongst CMIG functional teams and works with others to achieve goals
- Champions the wellness, diversity/inclusion, culture and experience components of the talent strategy, driving continuous improvement in employee engagement and inclusion

### **Talent Management & Operations**

- Leads Talent Management functions, including adherence to legislative requirements/ provincial laws such as Employment Standards, Human Rights, H&S and WSIB
- Oversees all Talent internal audits, approves necessary adjustments, and ensures development and management of budgeting

- Drives the development of benefits programs, compensation structures, compliance and reporting functions and assists managers with salary administration, HRIS reporting, budgeting, and performance management (e.g., employee reviews, Core competency framework implementation, recognition and reward etc.)
- Leads talent recruitment selection and on-boarding for the organization, working across all functions in partnering with the business to understand talent and recruitment needs; drive innovative approaches to recruitment and talent attraction
- Ensures effective management of talent systems and processes are carried out (e.g., payroll administration, other talent administration as required)
- Champions talent management and actively demonstrates the value of having a diverse workforce, building capabilities, and holding crucial conversations with high, medium and low performers

#### **Talent Training & Development**

- Champions the “people-focused” components of CMIG through a Talent Training Strategy & Plan, including mentoring, learning and development programs, training needs assessments
- Oversees the creation of coaching and development plans and programs that align with the overall Talent Strategy (e.g., ensure that coaching plans are aligned with succession plans, identifying learning and development needs for individuals preparing for advancement)
- Drives HIPO/ Executive Development in the organization by ensuring top performers are trained, coached, and groomed for advancement in alignment with the succession plan

#### **Candidate Profile**

- The ideal candidate will possess a minimum of 15 years’ experience in human resources/talent, culminating in a senior leadership role with strategic-level responsibilities. A Master’s or Bachelor degree in Human Resource Management or equivalent work experience is required.
- A human resources generalist, this individual will have gained most of her/his experience in an organization with professional level staff. Exposure to a head /corporate office environment would be preferred.
- The candidate will come from an organization utilizing progressive Human Resources/Talent approaches and will have experience overseeing talent programs including recruitment, leadership development, training, succession management, rewards and recognition and performance management that drive the desired employee experience and corporate culture. The ability to develop and oversee employee engagement processes and tracking is also required.

- S/he will possess a proven ability in developing and defining a talent experience to successfully attract, develop and retain organizational talent in line with strategic objectives.
- This individual must have experience dealing with senior leaders and be capable of contributing to and influencing strategy. S/he will be viewed as a strategic advisor to senior leaders and be capable of developing credibility with the CEO and senior leadership team quickly, providing coaching and guidance as required.
- An experienced change leader, the candidate will possess a deep understanding in defining and embedding organizational culture. S/he will have a strong track record of supporting enterprise-wide business transformational initiatives with experience in and understanding of change impacts, workforce transition activities and advising the business on managing the organizational change.
- The ability to make difficult decisions and have difficult conversations in order to advance the corporate culture and support attainment of organizational objectives is paramount.
- S/he has a strong track record of developing and implementing strategic plans and must be capable and comfortable working in a smaller company environment in a “shirt-sleeves”, hands-on capacity.
- Superior interpersonal, communication and collaboration skills are required to be successful within this people-, customer- and community-centric culture.  
S/he is a results-oriented leader with the drive to win in a highly competitive market; this individual must have a demonstrated track record of building, developing, motivating and managing high performing teams
- Prior experience in P&C insurance as well as mutual insurance would be considered an asset

## Success Criteria

The Vice President, Talent will make a positive impact in the following areas:

- Employee engagement and talent experience (e.g., employee engagement survey index);
- Talent Strategy implementation (e.g., measurement of succession planning success) ;
- Talent project and program implementation (e.g., implementation timing, budget, outcomes) ;
- Talent acquisition and retention metrics (e.g., new hires, talent turnover rates, etc.) ;
- Training program implementation and updates (e.g., new programs introduced, training participation rates, leadership courses/modules taken, etc.);
- Expense Management (e.g., project costs) and Talent Cost management (e.g., salary band caps, etc.) ; and
- Employee engagement (e.g., employee engagement survey index) .

In order to be considered successful in this role, the Vice President, Talent will accomplish the following within the first 12 to 18 months of employment:

- Develop strategies and programs that will improve talent attraction, enabling the organization to build a pipeline of high quality candidates;
- Develop and implement training and development and career pathing programs and processes in accordance with the new business model;
- Embed the revised Performance Management process, making leaders accountable for driving PM on a regular basis; and
- Review the executive compensation model to ensure market competitiveness.

**Location:**

Lindsay, Kawartha Lakes

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