

Learning Journey Blueprint



The General Insurance Competency Framework provides the competencies required of general insurance licensees, that are taught and observed in an educational setting.

The Learning Journey Blueprint outlines workplace skills and knowledge for licensees to complement the framework's educational competencies. This Learning Journey Blueprint is provided in two parts:

WORKPLACE SKILLS

Part 1: Workplace Skills is provided as a guide for licensees. It highlights workplace skills, abilities, and behaviours that support continuous professional development and career success at every general insurance licence level.

Agencies and hiring managers are encouraged to use the Learning Journey Blueprint as a reference for establishing workplace practices and developing training resources.

AGENCY ACCOUNTABILITY GUIDE

The General Insurance Competency Framework for nominees includes competencies and indicators that the agency may fulfill.

Part 2: Agency Accountability Guide of the Learning Journey Blueprint is a reference guide for outlining agencies' responsibilities, which a nominee may support as appropriate for the agency.



PART 1
Workplace Skills



PART 2
Agency Accountability Guide

LEVEL 1 SALESPERSON	LEVEL 2 AGENT	LEVEL 3 AGENT
SECTION 1: KNOWLEDGE OF THE INSURANCE INDUSTRY		
Maintain current knowledge of products and services provided by the employing organization. <ul style="list-style-type: none"> Identify common insurance products and services offered to clients by the organization. Identify suitable insurance products and services that are in the clients' best interests. 	Review available coverages to which the organization has access, and understand how remarketing and/or negotiating impacts coverage. <ul style="list-style-type: none"> Identify common insurance products and services offered to clients by the organization. Outline coverages available and how these meet clients' insurance requirements. 	Explain the contractual obligations of insurers and managing general agents. <ul style="list-style-type: none"> Assist others with the interpretation of insurance policies.
		Review available coverages to which the organization has access, and understand how remarketing and/or negotiating impacts coverage. <ul style="list-style-type: none"> Identify common insurance products and services offered to clients by the organization. Outline coverages available and how these meet clients' insurance requirements.

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SECTION 1: KNOWLEDGE OF THE INSURANCE INDUSTRY		
Explain the contractual obligations of insurers and managing general agents. <ul style="list-style-type: none"> Assist others with the interpretation of insurance policies. 	Review available coverages to which the organization has access, and understand how remarketing and/or negotiating impacts coverage. <ul style="list-style-type: none"> Identify common insurance products and services offered to clients by the organization. Outline coverages available and how these meet clients' insurance requirements. 	

LEVEL 1 SALESPERSON	LEVEL 2 AGENT	LEVEL 3 AGENT
SECTION 2: TECHNICAL ABILITIES		
Identify client risk and possible solutions to protect client interest. <ul style="list-style-type: none"> Identify the clients' needs using the relevant information gathered and the type of insurance to be required. Identify if the risk is suitable based on the underwriting guidelines. 	Evaluate client risk and identify possible solutions to protect client interest. <ul style="list-style-type: none"> Seek possible solutions in consultation with more experienced insurance professionals when complex risk is identified. Recommend alternative options from other markets when appropriate. 	Evaluate client risk and identify possible solutions to protect client interest. <ul style="list-style-type: none"> Seek possible solutions in consultation with more experienced insurance professionals when complex risk is identified. Recommend alternative options from other markets when appropriate.
Apply skills to assist clients in making an informed decision. <ul style="list-style-type: none"> Advise clients on the key benefits and value of available products and services. 	Apply skills to assist clients in making an informed decision. <ul style="list-style-type: none"> Advise clients on the key benefits and value of available products and services. 	Facilitate and support clients in making an informed decision. <ul style="list-style-type: none"> Advise clients on the key benefits and value of available products and services. Monitor organizational compliance to meet applicable disclosures and obtain informed consent in the sale of insurance products and services.
Protect the privacy and confidentiality rights of others. <ul style="list-style-type: none"> Comply with privacy and confidentiality requirements under applicable legislation in the sale and service of insurance. 	Communicate between client and insurer during the claims handling process. <ul style="list-style-type: none"> Identify client needs during the claim process. 	Critically evaluate information provided to clients to increase risk awareness. <ul style="list-style-type: none"> Outline the factors involved in assisting a client to understand risk awareness. Describe what should be considered when constructing a customized insurance program.
Adhere to best practices of privacy policies and procedures to protect and secure clients' personal data. <ul style="list-style-type: none"> Identify organizational policies designed to protect and secure clients' data to support privacy regulation. 	Protect the privacy and confidentiality rights of others. <ul style="list-style-type: none"> Comply with privacy and confidentiality requirements under applicable legislation in the sale and service of insurance. 	Communicate between client and insurer during the claims handling process. <ul style="list-style-type: none"> Comply with claims handling restrictions and authority.
	Adhere to best practices of privacy policies and procedures to protect and secure clients' personal data. <ul style="list-style-type: none"> Identify organizational policies designed to protect and secure clients' data to support privacy regulation. 	Protect the privacy and confidentiality rights of others. <ul style="list-style-type: none"> Comply with privacy and confidentiality requirements under applicable legislation in the sale and service of insurance.
		Adhere to best practices of privacy policies and procedures to protect and secure clients' personal data. <ul style="list-style-type: none"> Identify organizational policies designed to protect and secure clients' data to support privacy regulation.

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SECTION 2: TECHNICAL ABILITIES

Evaluate client risk and identify possible solutions to protect client interest.

- Seek possible solutions in consultation with more experienced insurance professionals when complex risk is identified.
- Recommend alternative options from other markets when appropriate.

Facilitate and support clients in making an informed decision.

- Advise clients on the key benefits and value of available products and services.
- Monitor organizational compliance to meet applicable disclosures and obtain informed consent in the sale of insurance products and services. .

Critically evaluate information provided to clients to increase risk awareness.

- Outline the factors involved in assisting a client understand risk awareness.
- Describe what should be considered when constructing a customized insurance program.

Protect the privacy and confidentiality rights of others.

- Ensure compliance with privacy and confidentiality requirements and legislation applicable in the sale of insurance.

LEVEL 1 SALESPERSON	LEVEL 2 AGENT	LEVEL 3 AGENT
SECTION 3: BUSINESS SKILLS		
<p>Treat clients, coworkers, and industry stakeholders respectfully, ethically, and fairly with cultural sensitivity.</p> <ul style="list-style-type: none"> Act with respect towards diversity to foster a culture of equity, inclusion, and accessibility in all interactions . 	<p>Treat clients, coworkers, and industry stakeholders respectfully, ethically, and fairly with cultural sensitivity.</p> <ul style="list-style-type: none"> Act with respect towards diversity to foster a culture of equity, inclusion, and accessibility in all interactions. 	<p>Treat clients, coworkers, and industry stakeholders respectfully, ethically, and fairly with cultural sensitivity.</p> <ul style="list-style-type: none"> Act with respect towards diversity to foster a culture of equity, inclusion, and accessibility in all interactions.
<p>Undertake learning focused on personal professional development.</p> <ul style="list-style-type: none"> Engage in activities that encourage personal professional development. Engage in professional development to enhance skills. 	<p>Plan professional development based on current industry events, trends, and personal skills.</p> <ul style="list-style-type: none"> Engage in activities that encourage personal professional development. Engage in professional development to enhance skills. 	<p>Plan professional development based on current industry events, trends, and personal skills.</p> <ul style="list-style-type: none"> Engage in activities that encourage personal professional development. Engage in professional development to enhance leadership skills.
<p>Provide a client-centric experience, with utmost good faith.</p> <ul style="list-style-type: none"> Assist clients before, during, and after a sale. 	<p>Assess the effectiveness of, and propose appropriate adjustments to organizational procedures, policies, and directives.</p> <ul style="list-style-type: none"> Identify procedures and policies that could be improved or adjusted. 	<p>Assess the effectiveness of, and propose appropriate adjustments to organizational procedures, policies, and directives.</p> <ul style="list-style-type: none"> Identify procedures and policies that could be improved or adjusted.
<p>Recognize and take appropriate steps to address potential errors and omissions and notify appropriate parties when these situations arise.</p> <ul style="list-style-type: none"> Identify and comply with the employing organization's notification process for potential errors and omissions situations. 	<p>Collaborate with other industry professionals to meet client needs.</p> <ul style="list-style-type: none"> Maintain communication lines with other industry professionals to assist with client service. 	<p>Collaborate with other industry professionals to meet client needs.</p> <ul style="list-style-type: none"> Maintain communication lines with other industry professionals to assist with client service.
<p>Employ active listening.</p> <ul style="list-style-type: none"> Demonstrate active listening skills. 	<p>Build strong client relationships, with utmost good faith.</p> <ul style="list-style-type: none"> Assist clients before, during, and after a sale. Identify opportunities to proactively respond to client needs. 	<p>Cultivate a safe environment for team members, clients, and other stakeholders.</p> <ul style="list-style-type: none"> Demonstrate and encourage habits that contribute to a safe working environment among team members.
<p>Maintain awareness of barriers in both oral and written communication, and take relevant steps to reduce them.</p> <ul style="list-style-type: none"> Use resources that support effective and accessible communication. 	<p>Recognize and take appropriate steps to address potential errors and omissions and notify appropriate parties when these situations arise.</p> <ul style="list-style-type: none"> Identify and comply with the employing organization's notification process for potential errors and omissions situations. Identify opportunities to proactively respond to client needs. 	<p>Apply utmost good faith in interactions; collect and evaluate client feedback to strengthen relationships and enhance client experience.</p> <ul style="list-style-type: none"> Analyze client feedback and determine ways in which it can be applied to improve client experience.

LEVEL 1 SALESPERSON	LEVEL 2 AGENT	LEVEL 3 AGENT
SECTION 3: BUSINESS SKILLS		
Employ interview skills to determine client needs and expectations. <ul style="list-style-type: none"> Summarize the outcome of the client interview with them. 	Employ active listening. <ul style="list-style-type: none"> Demonstrate active listening skills. 	Maintain awareness of errors and omissions that occur within the organization, evaluate causes, and take appropriate actions to mitigate impact and prevent future occurrences. <ul style="list-style-type: none"> Analyze errors and omissions cases within the employing organization. Recommend strategies to prevent future errors and omissions situations.
Employ basic conflict resolution skills to handle difficult situations, and engage assistance when required. <ul style="list-style-type: none"> Identify and follow the organization's complaint-handling process. Identify situations where escalation to a supervisor or coworker is necessary. 	Employ effective interview skills with clients and coworkers. <ul style="list-style-type: none"> Outline effective techniques to manage client expectations and meet client needs. Summarize the outcome of the client interview with them. 	Recognize and take appropriate steps to address potential errors and omissions and notify appropriate parties when these situations arise. <ul style="list-style-type: none"> Outline and comply with the organization's notification process for potential errors and omissions situations.
Establish open and trusting relationships with clients and industry partners. <ul style="list-style-type: none"> Demonstrate ethical values in interactions licensees have with clients. 	Employ conflict resolution skills to handle difficult situations. <ul style="list-style-type: none"> Identify skills to manage and resolve conflict. Identify and follow the employing organization's complaint-handling process. Identify situations where escalation to a supervisor or coworker is necessary. 	Employ active listening. <ul style="list-style-type: none"> Demonstrate active listening skills.
Represent the insurance industry professionally, with integrity and transparency. <ul style="list-style-type: none"> Identify strategies to increase transparency when dealing with clients and industry partners. Identify techniques to represent the insurance industry professionally. 	Establish open and trusting relationships with clients and industry partners. <ul style="list-style-type: none"> Demonstrate ethical values in interactions licensees have with clients. 	Employ effective interview skills with clients and coworkers. <ul style="list-style-type: none"> Outline effective techniques to manage client expectations and meet client needs. Summarize the outcome of the client interview with them. Demonstrate effective techniques to manage coworker expectations and needs.
Operate communications and information management systems effectively. <ul style="list-style-type: none"> Outline practices for using organizational systems. 	Represent the insurance industry professionally, with integrity and transparency. <ul style="list-style-type: none"> Identify strategies to increase transparency when dealing with clients and industry partners. Identify techniques to represent the insurance industry professionally. 	Employ conflict resolution skills to handle difficult situations. <ul style="list-style-type: none"> Identify skills to manage and resolve conflict. Identify and follow the employing organization's complaint-handling process. Identify situations where escalation to a supervisor or coworker is necessary.

LEVEL 1 SALESPERSON	LEVEL 2 AGENT	LEVEL 3 AGENT
SECTION 3: BUSINESS SKILLS		
<p>Comply with organizational policies and procedures for security, retention and confidentiality of records, information, and data to prevent breaches and cyber loss.</p> <ul style="list-style-type: none"> Identify the organizational policies and procedures outlined in the security awareness training. 	<p>Operate communications and information management systems effectively.</p> <ul style="list-style-type: none"> Outline practices for using organizational systems. 	<p>Support and encourage positive client and industry partner relationships.</p> <ul style="list-style-type: none"> Demonstrate practices that promote positive relationships and encourage team members to practice these.
<p>Ensure secure storage and retention of records.</p> <ul style="list-style-type: none"> Identify practices to ensure record and data security. 	<p>Comply with organizational policies and procedures for security, retention and confidentiality of records, information, and data to prevent breaches and cyber loss.</p> <ul style="list-style-type: none"> Identify the organizational policies and procedures outlined in the security awareness training. 	<p>Represent the insurance industry professionally, with integrity and transparency.</p> <ul style="list-style-type: none"> Identify strategies to increase transparency when dealing with clients and industry partners. Identify techniques to represent the insurance industry professionally.
<p>Identify personal knowledge gaps and training needs regarding product offerings, policy wordings, and day-to-day transactions.</p> <ul style="list-style-type: none"> Identify product knowledge gaps and determine appropriate education resources to overcome these. 	<p>Ensure secure storage and retention of records.</p> <ul style="list-style-type: none"> Identify practices to ensure record and data security. 	<p>Operate communications and information management systems effectively.</p> <ul style="list-style-type: none"> Outline practices for using organizational systems
<p>Work within the extent of personal knowledge, skills, and experience, and refer clients to other qualified personnel as appropriate.</p> <ul style="list-style-type: none"> Identify opportunities that foster sharing, continuous learning, and collaboration in the workplace. 	<p>Coach, mentor, and supervise intermediaries.</p> <ul style="list-style-type: none"> Identify team member training needs and implement opportunities to help them learn about products, policy wordings, and policy servicing. Assist team members to manage time and activities. 	<p>Evaluate and analyze data from communications and information management systems to enhance organizational efficiency.</p> <ul style="list-style-type: none"> Identify processes to use communications and information systems to support fair treatment of clients in the insurance cycle. Determine ways to address trends in the industry using communications and information management systems.
	<p>Analyze organizational decisions and actions, and recommend changes to improve services or mitigate future mistakes.</p> <ul style="list-style-type: none"> Identify potential improvement areas to enhance client experience or prevent future errors. 	<p>Ensure secure storage and retention of records.</p> <ul style="list-style-type: none"> Identify practices to ensure record and data security.
	<p>Work within the extent of personal knowledge, skills, and experience, and refer clients to other qualified personnel as appropriate.</p> <ul style="list-style-type: none"> Identify opportunities that foster sharing, continuous learning, and collaboration in the workplace. 	

LEVEL 3 AGENT

SECTION 3: BUSINESS SKILLS

Coach, mentor, and supervise intermediaries. <ul style="list-style-type: none"> Identify team member training needs and implement opportunities to help them learn about products, policy wordings, and policy servicing. Assist team members to manage time and activities. 	Analyze organizational decisions and actions, and recommend changes to improve services or mitigate future mistakes. <ul style="list-style-type: none"> Identify potential improvement areas to enhance client experience or prevent future errors. 	Comply with organizational policies and procedures for security, retention and confidentiality of records, information, and data to prevent breaches and cyber loss. <ul style="list-style-type: none"> Identify the organizational policies and procedures outlined in the security awareness training.
Monitor industry common practices to apply best practices within employing organization. <ul style="list-style-type: none"> Determine methods to implement effective organizational policies and procedures. 	Work within the extent of personal knowledge, skills, and experience, and refer clients to other qualified personnel as appropriate. <ul style="list-style-type: none"> Identify opportunities that foster sharing, continuous learning, and collaboration in the workplace. 	

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SECTION 3: BUSINESS SKILLS

<p>Treat clients, coworkers, and industry stakeholders respectfully, ethically, and fairly with cultural sensitivity.</p> <ul style="list-style-type: none"> Act with respect towards diversity to foster a culture of equity, inclusion, and accessibility in all interactions. 	<p>Apply utmost good faith in interactions; collect and evaluate client feedback to strengthen relationships and enhance client experience.</p> <ul style="list-style-type: none"> Analyze client feedback and determine ways in which it can be applied to improve client experience. 	<p>Promote effective interview skills with clients and coworkers.</p> <ul style="list-style-type: none"> Develop a robust interview process and techniques for team members.
<p>Plan professional development based on current industry events, trends, and personal skills.</p> <ul style="list-style-type: none"> Engage in activities that encourage personal professional development. Engage in professional development to enhance leadership skills. Promote and support professional development opportunities for the employing organization. 	<p>Develop and implement a process for reporting potential errors and omissions situations.</p> <ul style="list-style-type: none"> Develop and communicate processes to respond to potential errors and omissions. 	<p>Employ conflict resolution skills to handle difficult situations.</p> <ul style="list-style-type: none"> Identify skills to manage and resolve conflict. Develop a process for handling complaints, including escalation to appropriate regulatory bodies beyond the employing organization. Develop a conflict escalation and resolution framework.
<p>Assess the effectiveness of, and propose appropriate adjustments to organizational procedures, policies, and directives.</p> <ul style="list-style-type: none"> Identify procedures and policies that could be improved or adjusted. 	<p>Maintain awareness of barriers in both oral and written communication, and take relevant steps to reduce any barriers.</p> <ul style="list-style-type: none"> Promote available solutions that support effective communication. 	<p>Support and encourage positive client and industry partner relationships.</p> <ul style="list-style-type: none"> Demonstrate practices that promote positive relationships and encourage team members to practice these. Monitor the employing organization's policies and practices for monitoring, identifying, and managing conflicts of interest. Monitor the employing organization's policies and practices for monitoring, identifying, and managing undue influence.
<p>Collaborate with other industry professionals to meet client needs.</p> <ul style="list-style-type: none"> Maintain communication lines with other industry professionals to assist with client service. 	<p>Employ active listening.</p> <ul style="list-style-type: none"> Demonstrate active listening skills. 	<p>Represent the insurance industry professionally with integrity and transparency.</p> <ul style="list-style-type: none"> Identify strategies to increase transparency when dealing with clients and industry partners. Identify techniques to represent the insurance industry professionally.

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SECTION 3: BUSINESS SKILLS

<p>Operate communications and information management systems effectively.</p> <ul style="list-style-type: none"> • Outline practices for using organizational systems. • Describe the employing organization's business continuity plan. 	<p>Inform team members about changes to legislation and regulations that may affect their actions and assist them to ensure compliance.</p> <ul style="list-style-type: none"> • Develop and implement a communication strategy to keep team members informed of changes to legislation and regulations to support compliance. 	<p>Inform and discuss with team members industry changes that may affect organizational operations.</p> <ul style="list-style-type: none"> • Develop and implement a communication strategy to keep team members informed of industry changes.
<p>Evaluate and analyze data from communications and information management systems to enhance organizational efficiency.</p> <ul style="list-style-type: none"> • Identify processes to use communications and information systems to support fair treatment of clients in the insurance cycle. • Determine ways to address trends in the industry using communications and information management systems. 	<p>Inform and discuss with team members changes to organizational policies, procedures, and operations, and assist them to ensure compliance.</p> <ul style="list-style-type: none"> • Develop and use a communication strategy to keep team members informed of organizational policy, procedure, and operational changes to support compliance. 	<p>Analyze organizational decisions and actions, and recommend changes to improve services or mitigate future mistakes.</p> <ul style="list-style-type: none"> • Identify potential improvement areas to enhance client services or prevent future errors.
<p>Work within the extent of personal knowledge, skills, and experience, and refer clients to other qualified personnel as appropriate.</p> <ul style="list-style-type: none"> • Identify opportunities that foster sharing, continuous learning, and collaboration in the workplace. 	<p>Coach, mentor, and supervise intermediaries.</p> <ul style="list-style-type: none"> • Identify team member training needs and implement opportunities to help them learn about products, policy wordings, and policy servicing. • Develop and implement training programs to develop team members' skills, abilities, and knowledge. • Outline the value of effective employee performance reviews. • Assist team members to manage time and activities. 	

AGENCY ACCOUNTABILITY

SECTION 1: KNOWLEDGE OF THE INSURANCE AGENCY

Research market trends and maintain awareness of insurance industry changes within the general insurance sector in Canada.

- Review industry publications that detail industry changes within the general insurance sector in Canada.
- Outline industry resources that examine trends and common issues in the industry.

Apply knowledge of regulatory requirements and the corresponding solvency of insurance companies.

- Identify how regulatory requirements affect insurance company solvency and capacity.

Comply with broader legal and regulatory frameworks applicable in the sale and support of insurance products and services in Canada.

- Ensure compliance with "disciplinary orders" issued to the licensee.

Evaluate performance reports to identify organizational and client needs.

- Interpret and analyze employing organizational performance as it applies to the fair treatment of clients.
- Identify improvement needs within the employing organization.

Research and assess markets, and professional expertise, to find solutions for complex risks.

- Identify industry and organizational resources to identify market resources for complex risks.
- Differentiate between coverages offered from markets to best cover complex risks.

SECTION 2: TECHNICAL SKILLS

Monitor the insurance marketplace for products that may fill gaps in coverage for organization's clients.

- Recommend alternative coverages the employing organization could offer to clients.

Establish an effective claims management process.

- Develop and monitor the process for managing claims.

Establish and review best practices of privacy policies and procedures to protect and secure clients' personal data; address non-compliance as necessary.

- Develop processes for team members to ensure compliance with privacy legislation to protect clients' personal data.
- Develop processes to address team member non-compliance relating to privacy practices.
- Review and update practices when required to ensure compliance with privacy legislation.

Identify processes required to confirm all documentation and applications meet insurer, legal, and regulatory requirements.

- Develop processes to ensure contractual obligations are fulfilled to maintain organizational integrity.
- Ensure organizational adherence to document-handling procedures and requirements.

Monitor contractual obligations and requirements with insurers, managing general agents, and industry vendors.

- Develop processes to ensure contractual obligations are fulfilled to maintain organizational integrity.

Establish and monitor organizational activities to determine compliance with legal and regulatory requirements; address non-compliance as necessary.

- Develop policies and procedures to ensure compliance with legal and regulatory requirements.
- Evaluate tools and systems used to ensure they are in compliance with legal and regulatory requirements.
- Develop and review processes, tools, and systems to address non-compliance with policies and procedures.

AGENCY ACCOUNTABILITY

SECTION 3: BUSINESS SKILLS

<p>Cultivate a safe environment for team members, clients, and other stakeholders.</p> <ul style="list-style-type: none"> • Demonstrate and encourage habits that contribute to a safe working environment among team members. • Develop and communicate a framework to support a safe working environment. 	<p>Promote awareness of errors and omissions that occur within the organization, evaluate causes, and take appropriate actions to mitigate impact and prevent future occurrences.</p> <ul style="list-style-type: none"> • Analyze errors and omissions cases within the employing organization. • Develop strategies to prevent future errors and omissions occurrences. 	<p>Monitor and take corrective action to enhance client and industry partner experiences.</p> <ul style="list-style-type: none"> • Develop processes to review client and industry partner feedback. • Review client and industry partner feedback and make recommendations to respond to any concerns.
<p>Investigate and report unethical behaviour of other industry personnel.</p> <ul style="list-style-type: none"> • Outline the investigation process when reviewing potential unethical behaviour of team members. 	<p>Develop and execute a strategic intra-organization risk management plan for handling errors and omissions.</p> <ul style="list-style-type: none"> • Develop a reporting framework to respond to actual and potential errors and omissions situations. • Develop processes under a risk management plan to identify and respond to potential errors and omissions situations. • Monitor actual and potential errors and omissions situations continuously and action appropriately. 	<p>Research emerging information management technologies, introduce where appropriate, and ensure compliance with regulatory requirements.</p> <ul style="list-style-type: none"> • Consult with other professionals and specialists to evaluate information management technologies and implement if adopted.
<p>Apply understanding of the regulatory requirement for errors and omissions insurance.</p> <ul style="list-style-type: none"> • Promote understanding of errors and omissions insurance among team members. 	<p>Determine organization obligations in a potential errors and omissions situation.</p> <ul style="list-style-type: none"> • Consult with appropriate parties in any potential errors and omissions situation and report as necessary. 	<p>Develop and monitor compliance with organizational policies and procedures for security, retention and confidentiality of records, information, and data to prevent breaches and cyber loss.</p> <ul style="list-style-type: none"> • Develop policies and procedures to ensure compliance with record security, retention, and confidentiality requirements to prevent breaches and cyber loss. • Develop a process to monitor compliance with security, retention, and confidentiality policies and procedures.

AGENCY ACCOUNTABILITY

SECTION 3: BUSINESS SKILLS

Establish processes to ensure compliance of intermediaries with organizational policies, procedures, and directives.

- Develop best practices to ensure compliance with organizational policies, processes, and directives.

Oversee and monitor contractual obligations and requirements with insurers and industry vendors.

- Interpret common contractual obligations and requirements with insurers and vendors.
- Develop a process to monitor contractual obligations and ensure they are fulfilled.

Monitor industry common practices to apply best practices within employing organization.

- Determine methods to implement effective organizational policies and procedures.

Analyze organization decisions and actions, and recommend changes to improve services or mitigate future mistakes.

- Implement appropriate changes based on team member feedback to improve client service or prevent future mistakes.

Research and assess opportunities to expand the organization's products and services.

- Analyze procedures to assist organizations in evaluating potential new products and services.

Develop and support an accessible and inclusive organization.

- Analyze the organization's responsibility to support accessibility in line with applicable regulations.

