

Professional Independent Insurance Agents of Colorado Inc.

Executive Vice President

Position Profile

May 2013

This profile provides information about the Professional Independent Insurance Agents of Colorado (PIIAC) and the position of Executive Vice President. The profile is designed to assist individuals in assessing their interest in, and qualifications for the position. The search for the Professional Independent Insurance Agents of Colorado Executive Vice President is being conducted by: Association Strategies, Inc., 1111 North Fairfax Street, Alexandria, VA 22314. Telephone: 703.683.0580. Interested candidates should submit a cover letter and resume through on-line application to the Association Strategies, Inc., website at http://www.assnstrategies/current_searches.php The deadline for applications is August 1, 2013.

To learn more about PIIAC, go to www.piiac.com.

Executive Vice President Position Profile

For the Professional Independent Insurance Agents of Colorado

Profile Methodology

The profile for the position of Executive Vice President of the Professional Independent Insurance Agents of Colorado (PIIAC) was developed using organizational data, discussions with key stakeholders and responses to an online survey of current, members of the Board of Directors, staff and representatives of related organizations. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and personal qualities required and desired in an Executive Vice President. Information regarding programs and services, organizational and cultural factors, and challenges and opportunities for PIIAC was also developed from survey responses.

About the Organization

PIIAC is a non-profit trade association representing the interests of professional insurance agents in the state of Colorado. Located in Denver, PIIAC represents more than 2,500 independent insurance agents and 400 agencies in the state. PIIAC was formed in 1992 and is affiliated with the Independent Insurance Agents & Brokers of America (IIABA).

Mission Statement: The mission of PIIAC, working in the public's best interest, is to advance, foster and protect professional insurance agents; satisfy their political, educational and business needs; and provide professional products and services that will create a mutually beneficial environment for members while maintaining the highest ethical business standards.

PIIAC was founded through the consolidation of the Independent Insurance Agents of Colorado and the Professional Insurance Agents of Colorado. The association's membership comprises leaders in the insurance industry who represent a powerful voice for the industry.

Structure, Governance and Staff: PIIAC is governed by a twelve member Board of Directors; its staff of six administers the programs and services of the organization within the \$1.3 million operating budget and support the work of the association's committees.

Key External Interactions: In addition to working closely with the Board of Directors and staff, the Executive Vice President represents PIIAC's interests through interaction with regulators, lawmakers, lobbyists and other strategic partners. Specifically, these entities include:

1. IIABA
2. The Rocky Mountain Insurance Information Association (RMIIA)
3. Insurance carriers, insurers and insurance industry leaders
4. Regulators, legislators, lobbyists and the Colorado Division of Insurance (CDI)
5. Individual members and member agencies
6. The Risk Management Society
7. The Chartered Property Casualty Underwriters Society
8. The Council of Insurance Agents and Brokers
9. Local chambers of commerce and realtors
10. The American Society of Association Executives and the Colorado Society of Association Executives.

Programs and Services

PIIAC holds an annual two-day conference and offers a series of professional seminars, webcasts and on-line training opportunities for members. PIIAC also offers the following programs, services and benefits to its members:

1. **Representation and Advocacy:** PIIAC represents and advocates on behalf of its members on the state level. PIIAC affiliates and works cooperatively with carriers and other industry and consumer organizations to ensure that news of the association's advocacy efforts is widely distributed and received. PIIAC's advocacy focuses on the preservation of a friendly business climate for Colorado's insurance industry as well as on the continued availability and affordability of a broad range of insurance coverages for Colorado consumers. In addition, PIIAC offers an annual legislative review exclusively for members.
2. **Member Programs:** PIIAC offers members a wide variety of programs and services: automobile rental programs, shipping and printing services, information and resources on industry and market trends, best practices and agency benchmarks. It also provides insurance products for agencies and for agency clients in addition to banking and retirement programs. Members also have access to professional assessment tools for themselves and members of their staff.

3. **Continuing Education and Certification**: In addition to the annual conference and seminars, PIIAC offers members access to more than 100 professional courses through IIABA's Virtual University. The association offers two professional certification programs: the Certified Insurance Counselor (CIC) and the Certified Insurance Services Representative (CISR).
4. **Scholarships**: Scholarships are available to young insurance agents and professionals. There are also scholarship opportunities for individuals enrolled in the certification programs.
5. **Government Affairs Committee**: This is a PIIAC standing committee which works with local contract lobbyists on state legislative and regulatory affairs. The Government Affairs committee also supports national legislative initiatives by IIABA.
6. **Young Insurance Professionals of Colorado**: This PIIAC standing committee is a network of insurance professionals striving for excellence through educational achievement. The committee holds a number of educational, networking and public relations events throughout the year.
7. **Agents Council for Technology (ACT) Website**: The Agents Council for Technology website is designed to provide practical technology information for independent agents and brokers. ACT is a partnership of independent agents, companies, technology vendors, user groups and associations dedicated to enhancing the use of technology and improved work flows within the Independent Agency System.
8. **Agents Service Corporation (ASC)**: The Agents Service Corporation is the for-profit arm of PIIAC created to provide members of the association access to a variety of insurance markets for agencies and their clients, including Swiss RE, Utica, Hartford, RLI, Pinnacol, and many more.

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Organizational Culture

Staff is described by stakeholders as "hard-working, responsive, helpful, effective/competent, dedicated/committed and self-motivated." Other characteristics include " knowledgeable, organized, accessible and personable." Some staff note that because of limited resources, they are sometimes "stretched too thin" and would welcome more opportunity to increase innovation and creativity.

PIIAC's volunteer leadership is seen as a committed, core group that is both loyal and passionate. The organization's membership is "characterized as professional, capable, engaged and knowledgeable."

Challenges and Opportunities

PIIAC receives very good ratings for several of its membership programs and services. Educational programming receives high marks, including education for young professionals,

and the CIC and CISR certifications. PIIAC's lobbying and advocacy efforts are also viewed as effective, in addition to their access to insurance markets afforded to members. In the stakeholder survey, specific mention was made of the E&O and Pinnacle programs.

Some survey respondents expressed concern about the decline in PIIAC membership and/or the need to increase membership by attracting younger members and large agencies. Of equal importance to responders was the need for PIIAC to continue to provide members with products and services that were relevant and of value. Some respondents also noted that PIIAC could not be "all things to all members," as well as the dichotomy between assisting smaller agents/agencies with survival and growth while recognizing the need to attract mid-sized and large agencies.

Many respondents expressed interest in heightened state advocacy efforts and they looked to technology as an avenue to provide increased sharing of information and resources and as a means of future innovation to "set PIIAC apart." Several respondents would like to see an increase in the influence of ASC, the for-profit arm of the organization, as well as additional ASC services. In terms of future business strategies, it was suggested by some that the new Executive Vice President strengthen the leadership role to transform the influence and profile of PIIAC, grow membership and enhance member services, expand industry influence and stature through more robust state lobbying/advocacy, and provide financial management and increased revenue generation for PIIAC. There is also a desire for increased member participation within PIIAC and more frequent communication with members. In addition, the annual conference programming could be enhanced, and additional educational and more broad-based offerings provided for new agents/agencies.

Executive Vice President Position

Summary: The Executive Vice President reports directly to the Board of Directors and is responsible for managing the professional staff, directing the organization's daily operations, overseeing the development of the annual operating budget and financial resources. The Executive Vice President recommends and participates in the formation of new policies as directed and makes decisions within the existing policies approved by the Executive Committee and/or Board of Directors.

Essential Duties and Responsibilities:

The Executive Vice President will:

1. Lead all membership activities by promoting membership, leadership and volunteerism; attending special events; responding to member and industry requests and inquiries; and communicating directly with individual members.
2. Manage all non-profit and for-profit functions by serving on Boards of related organizations; hiring and supervising staff; maintaining and managing vendor

relationships; developing and overseeing business plans; and setting goals within the context of Board priorities.

3. Direct all industry activities by developing and maintaining relationships with regulators, lawmakers, lobbyists, associate members and strategic partners.
4. Serve as resource to all of PIIAC relationships and partners, as liaison to insurance carriers and as a member of national committees.
5. Serve as the administrator of the political action committee.
6. Create leadership opportunities relative to industry issues with members and related groups.
7. Manage all finance functions of the association, including developing a draft budget for Board approval and supervising cash flow.

Education and Experience: The ideal candidate will have executive-level management experience, including five to seven years of association management service, with demonstrated experience working with a Board and committees. A Bachelor's degree is required; a Certified Association Executive (CAE) designation is highly desirable. Previous experience in the insurance industry or a closely related industry is a strong asset. The ideal candidate will possess excellent communication skills, a history of leadership and a demonstrated record of consensus-building skills.

The successful candidate will also demonstrate experience in the following areas:

1. Development and management of staff; hiring and motivating a high-performing team.
2. Development of appropriate governance structures and knowledge of governance issues.
3. Significant growth in member recruitment and retention.
4. Creation and management of member services that are innovative and add value to members.
5. Demonstrated ability in fiscal management and generation of revenue.
6. Successful communication with staff, membership, Board of Directors and external partners.
7. Establishing and maintaining relationships with the insurance industry.
8. Building consensus among diverse and segmented constituencies.

Skills and Abilities

1. Strong communication skills with the ability to relate to members, staff and legislators. Able to communicate complex industry and advocacy issues.
2. Well-developed management skills; organized; efficient. Ability to hire a team with the right skill sets.
3. Adept at thinking creatively and bringing new ideas and a fresh perspective to member services.
4. Ability to build relationships and establish external partnerships.

5. Ability to develop programs and services that serve a diverse membership.
6. Knowledge of finance, marketing and small business management.
7. Ability to build consensus.
8. Knowledge of successful association management practices.

Personal Characteristics and Behaviors: The Executive Vice President will possess the following personal characteristics and behaviors:

1. Firm communicator, yet diplomatic and tactful.
2. Highly organized and efficient.
3. Open-minded professional who is not afraid of change.
4. Solid character; unquestioned honesty and integrity.
5. Enthusiastic; outgoing; dynamic.
6. Flexible and decisive leader with a passion for success.
7. Collaborative; a team builder with the ability to drive consensus.
8. Entrepreneurial self-starter.
9. Balanced and persistent.

Measures of Success

The Executive Vice President's success in the position during the first year will be measured by demonstrated progress in the following areas:

1. Increase in the numbers of new PIIAC members.
2. Increased retention of members.
3. Growth in revenue and increased diversity of revenue.
4. Increased participation of membership on PIIAC committees and attendance at events.
5. Improved frequency of communication and personal interaction with PIIAC members.
6. Addition of new programs and services that are of value and relevant to members.
7. Increased interaction with insurance carriers.
8. Recruitment of new leaders to PIIAC.
9. Improved balance in programs serving small, mid-sized and large agency members.
10. Greater market and media presence.
11. Development of stronger partnerships and influence in the insurance market.
12. Improved staff retention and morale.
13. Continuity of services and communication to members during the transition to new leadership.

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