

# ALBERTA LAWYERS INDEMNITY ASSOCIATION STRATEGIC PLAN 2020–2024

## CORE IDEOLOGY:

**Core ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three notions: **core purpose, mission and core values**.

**Core purpose** describes the organization's reason for being.

**Mission** describes who we are, what we do and how we do it.

**Core values** are the enduring principles that guide the behaviour of the organization.

## CORE PURPOSE:

To provide protection to subscribers and compensation to members of the public who have experienced losses resulting from the acts or omissions of subscribers.

## MISSION:

A subscriber-funded organization delivering a trusted indemnity program through integrity, professionalism and high-quality service.

## CORE VALUES:

ALIA values:

- **Excellence** – We deliver services that meet or exceed expectations.
- **Integrity** – We do what we say, ethically, with fairness and respect.
- **Reliability** – We believe dependability and consistency are key to building trust and managing the relationships we develop.
- **Agility** – We address needs in a changing environment.

**Goals** will serve ALIA for the next five years. They are outcome orientated statements that represent what will constitute ALIA's future success. The achievement of each goal will move ALIA towards the realization of its mission.

**Objectives** describe what we will focus on to achieve our goals. Objectives are observable and measurable. They indicate a direction – increase, expand, decrease, reduce, consolidate, abandon, all, distribute, etc. Objectives have a five-year timeframe and are operationalized through annual initiatives that bring focus to priorities and allocation of resources.

## OVERVIEW OF GOALS:

- A. QUALITY:** Stakeholders are satisfied with, and have confidence in, ALIA's delivery of a high-quality indemnity program.
- B. COLLABORATION:** ALIA has positive relationships with each of the third parties with whom it works to achieve its mission.
- C. SUSTAINABILITY:** ALIA's agile, proactive and risk-aware approach contributes to the sustainability of an indemnity program in which subscribers have access to appropriate coverage at a reasonable price.
- D. EFFICIENCY AND EFFECTIVENESS:** ALIA's high-performance, inclusive team and ALIA's practices and processes support increased efficiency in the provision of its services.

## GOAL A: QUALITY

**Stakeholders are satisfied with, and have confidence in, ALIA's delivery of a high-quality indemnity program.**

### **Objectives:**

- Increase ALIA's knowledge of subscriber needs and wants
- Maintain a high level of satisfaction with ALIA's customer service
- Maintain a high level of subscriber satisfaction with ALIA's coverage and defence of them
- Reduce the time from the receipt of a claim to its payment, where appropriate

## GOAL B: COLLABORATION

**ALIA has positive relationships with each of the third parties with whom it works to achieve its mission.**

### **Objectives:**

- Increase clarity of roles and responsibilities between the Law Society and ALIA
- Increase collaborative initiatives, including those with the Law Society, to educate subscribers on prevention of avoidable claims
- Increase collaborative initiatives, including those with the Law Society, to address high cost/risk subscribers
- Increase ALIA interactions with other indemnity programs and professional organizations

## GOAL C: SUSTAINABILITY

**ALIA's agile, proactive and risk-aware approach contributes to the sustainability of an indemnity program in which subscribers have access to appropriate coverage at a reasonable price.**

### **Objectives:**

- Reduce then stabilize the base levy
- Increase helpful information available to subscribers on prevention of avoidable claims
- Increase subscriber and public access to third-party solutions
- Increase access to innovative program offerings
- Reduce average legal costs per file

## GOAL D: EFFICIENCY AND EFFECTIVENESS

**ALIA's high-performance, inclusive team and ALIA's practices and processes support increased efficiency in the provision of its services.**

### **Objectives:**

- Increase the efficiency and effectiveness of operations
- Streamline internal and external processes and procedures without increasing risk
- Promote inclusivity and work structures to increase employee engagement and outcomes by ALIA's high-performance team