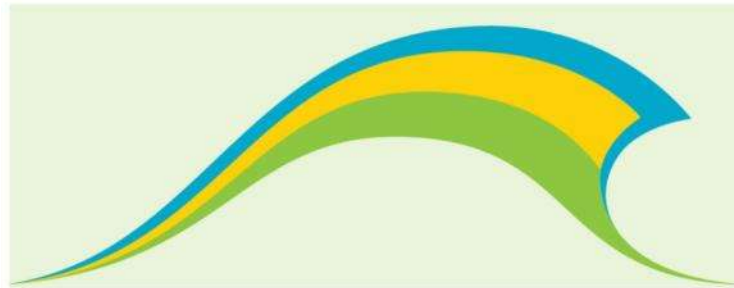


Tools to Measure Your Co-op's **Forward** Motion: Scorecard & Co-op Index

Réseau de recherche pour mesurer la
DIFFÉRENCE COOPÉRATIVE



Measuring the Co-operative Difference
RESEARCH NETWORK

A project of the Atlantic Cluster of the MCD Research Network
(www.cooperativedifference.coop)

Eric Tusz-King

- Sackville, NB-based co-op developer
- Member of EnerGreen Builders Co-operative, a worker-owned home construction co-operative focusing on energy efficiency.
- Chair of the Board of Open Sky Co-operative, a charitable organic farm co-operative for adults facing barriers due to social, developmental or mental health challenges.
- 28 years of work on community development, and social and environmental justice with the United Church of Canada.
- Masters in adult education in community development.
- Vice-president and Atlantic director on the Board of Canadian Worker Co-operative Federation.
- Represented the CWCF in the recent effort to re-write the Co-operatives Act in NB.



Purpose

The Co-op Index is a tool to help worker co-ops:

- Measure the degree of adherence to co-operative principles and values;
- Build and maintain the co-op identity as a competitive strategy;
- Measure their success based on their identity;
- Provide a guide for improving the co-op governance and operations

When It Might Be Used

- Diagnosing areas for improvement and action
- Strategic planning;
- Following up periodically to track progress;
and
- A supplement to other performance measures
and tools.

Underlying Assumptions

- Although worker co-ops are very diverse they share key “ideal characteristics” which can guide interventions.
- The condition of the organization is reflected in the **convictions and attitudes of the workers** and these may be diagnosed by questionnaires.
- Co-op documents such as incorporation papers, bylaws, strategic plans etc. and key informant interviews contribute to understanding the context to interpret the questionnaires

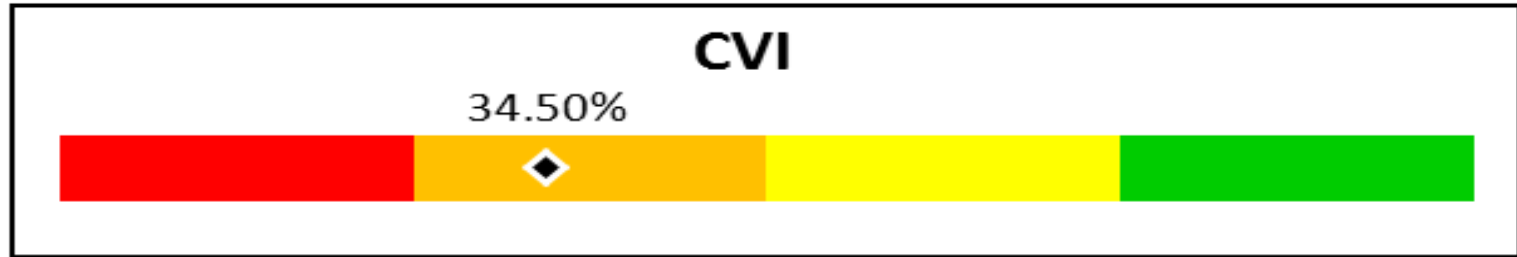
Development Process

- Described the characteristics of the 'ideal worker' using a cognitive mapping process.
- Developed a questionnaire based upon these characteristics.
- Mapped questions to the Co-op Principles and Values and organizational dimensions.
- Piloted the process with three co-ops and revised the tool.

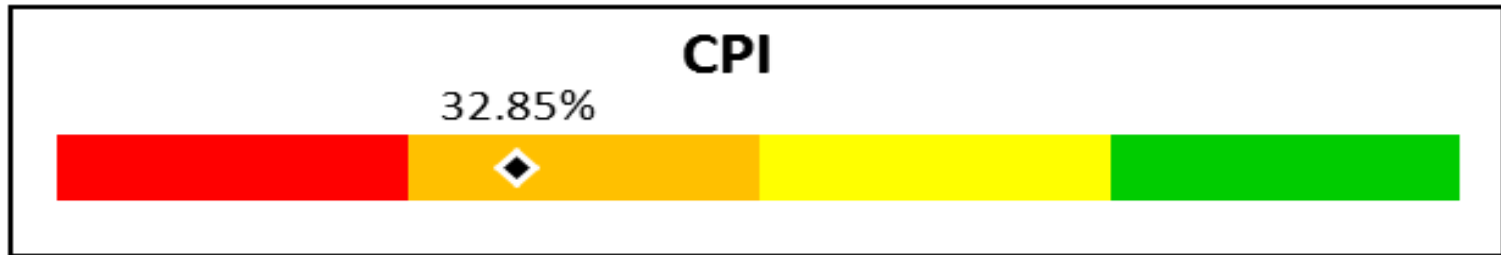
The Co-op Index Report

- The Co-op index report is based on the responses to an online questionnaire by co-operative members and employees.
- Once the members and employees complete their surveys, the co-operative will receive a diagnostic report.
- The report contains four indices:
 - Organizational Maturity Index (OMI)
 - Organizational Trust Index (OTI)
 - Co-operative Values Index (CVI)
 - Co-operative Principles Index (CPI)

Adherence to Co-op Principles and Values

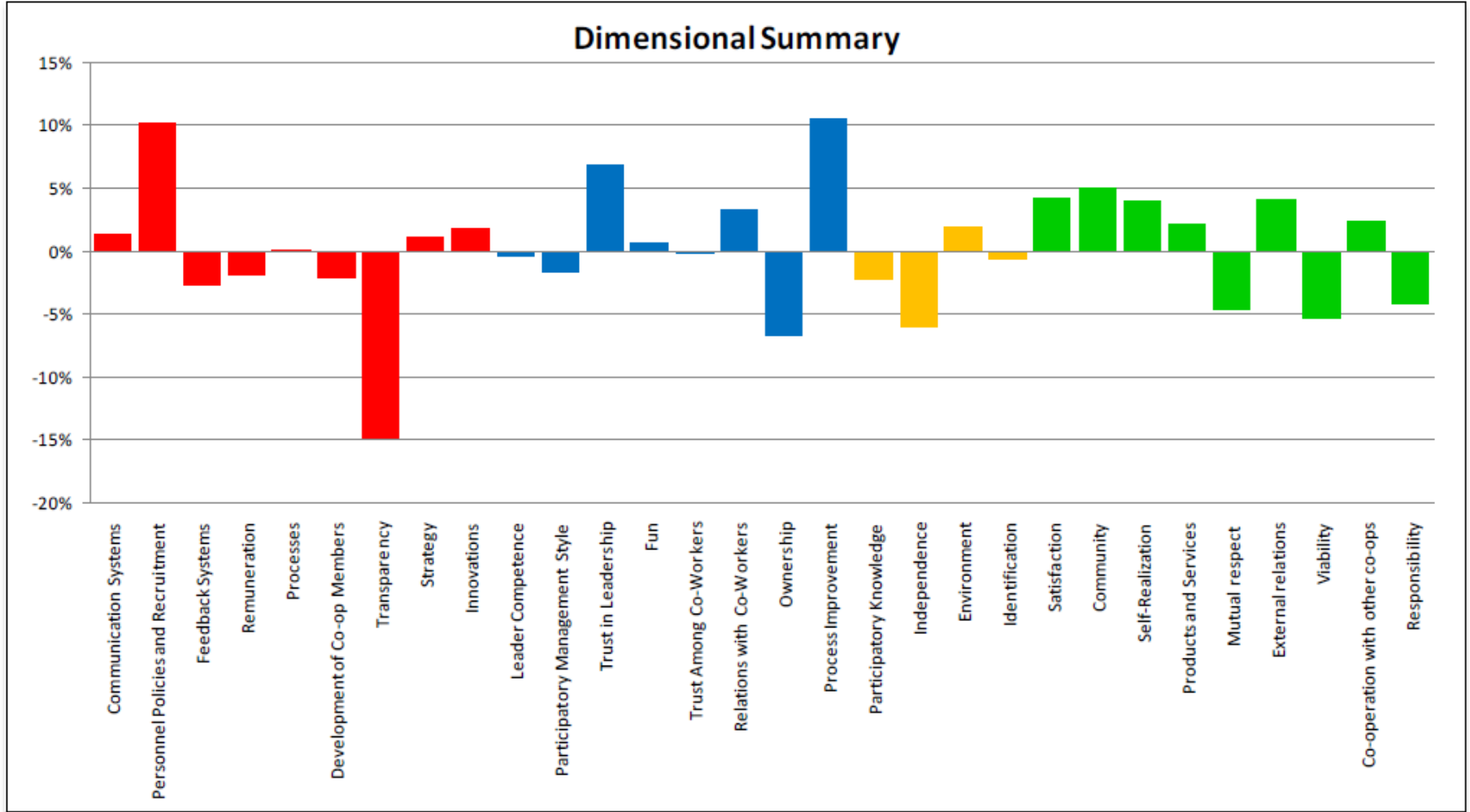


Co-operative value index

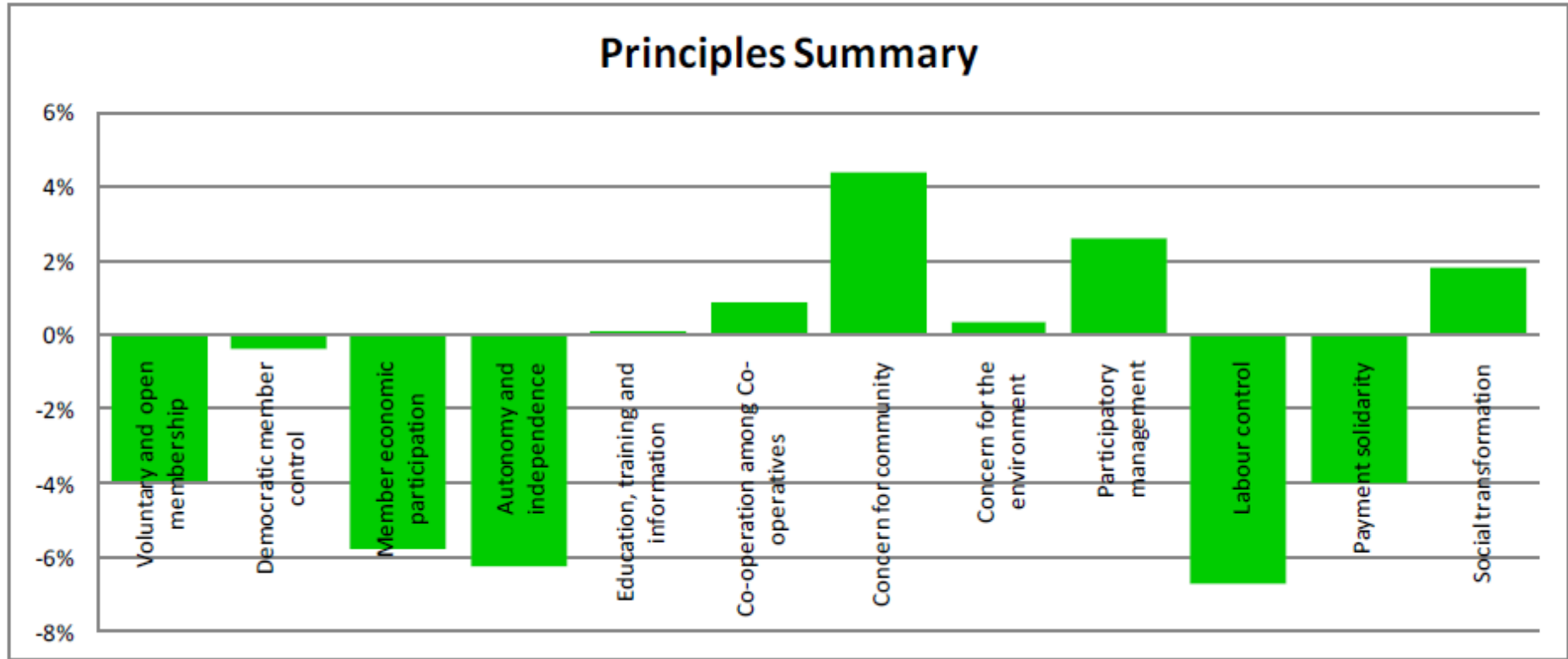


Co-operative principles index

I. GENERAL PICTURE – relative to Organizational Maturity Index



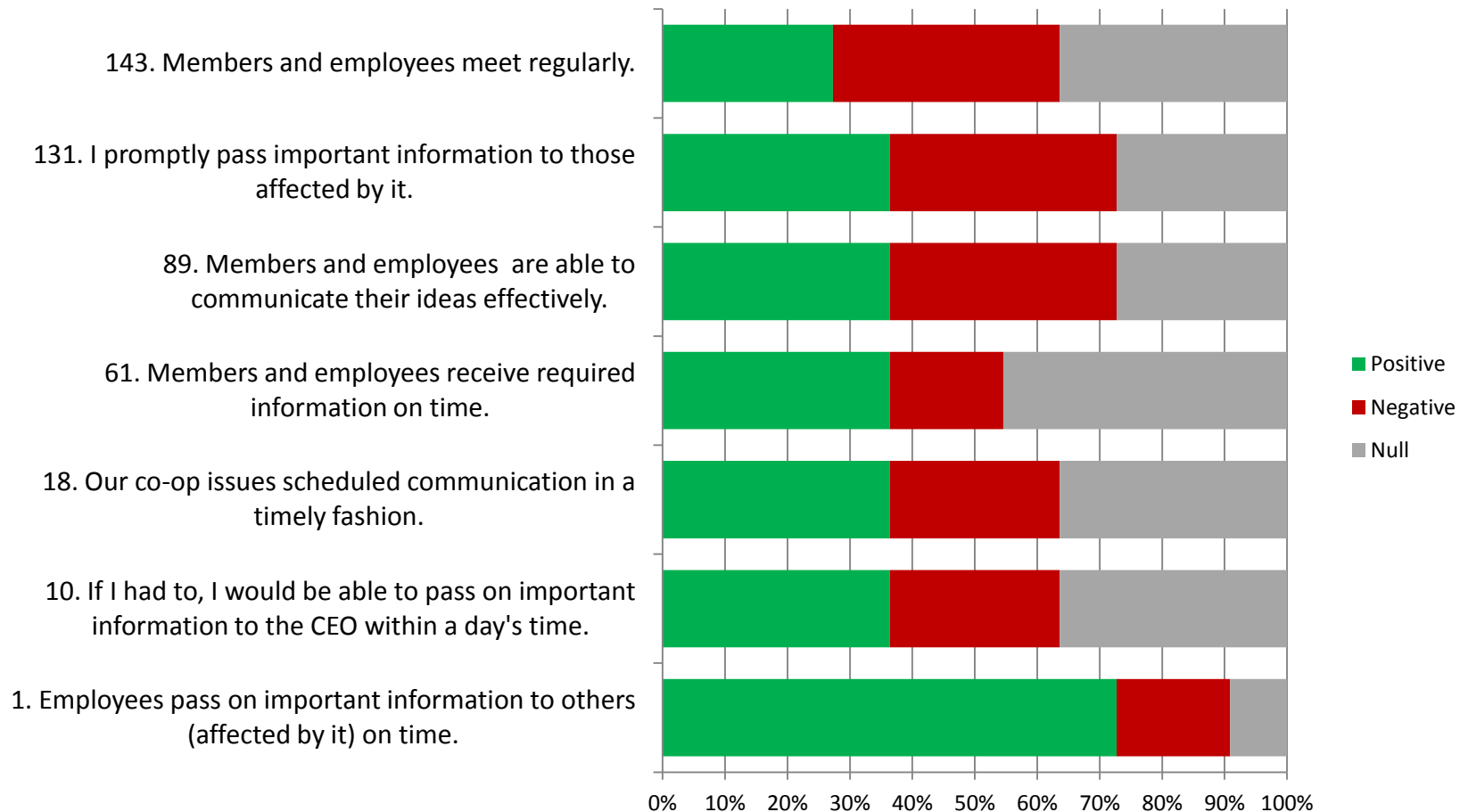
II. PRINCIPLES – relative to Co-op Principles Index





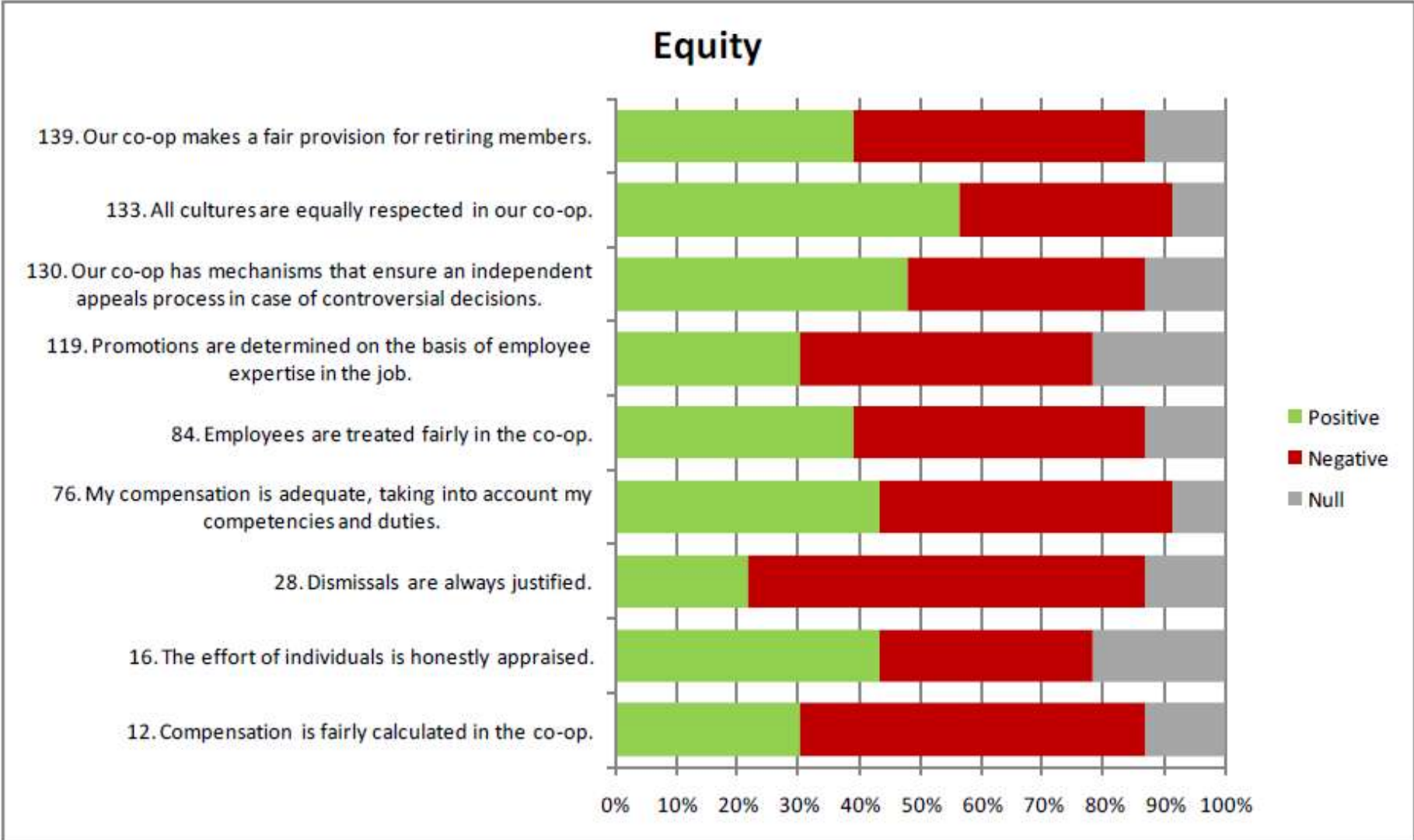
Organizational systems –an illustration of a dimension

Communication Systems



1.3.4 Equity

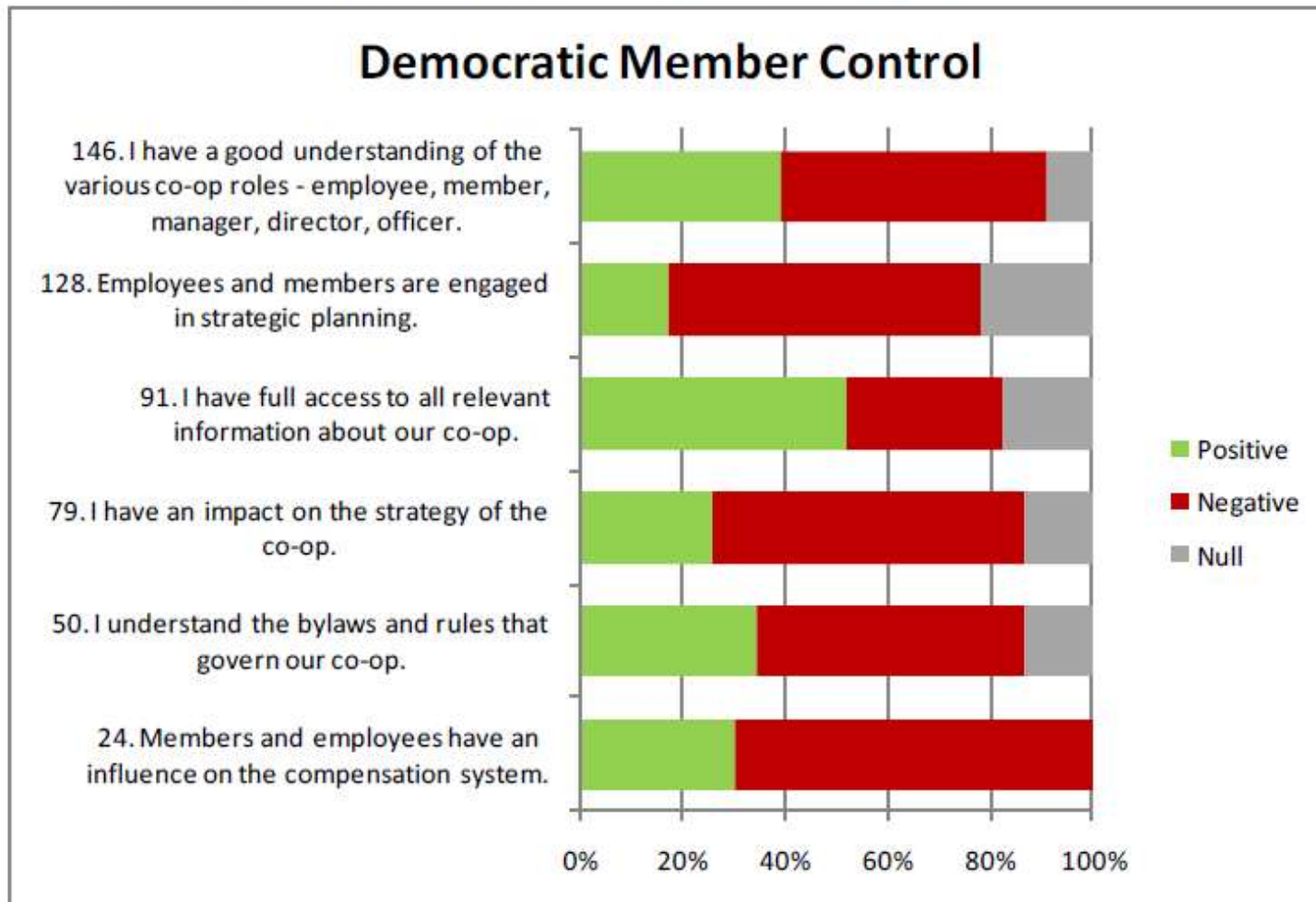
Members will be treated justly and fairly.



1.4.2 Democratic Member Control

Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership.

In primary co-ops members have equal voting rights (one member, one vote). Second-generation co-ops are also organized in a democratic manner.

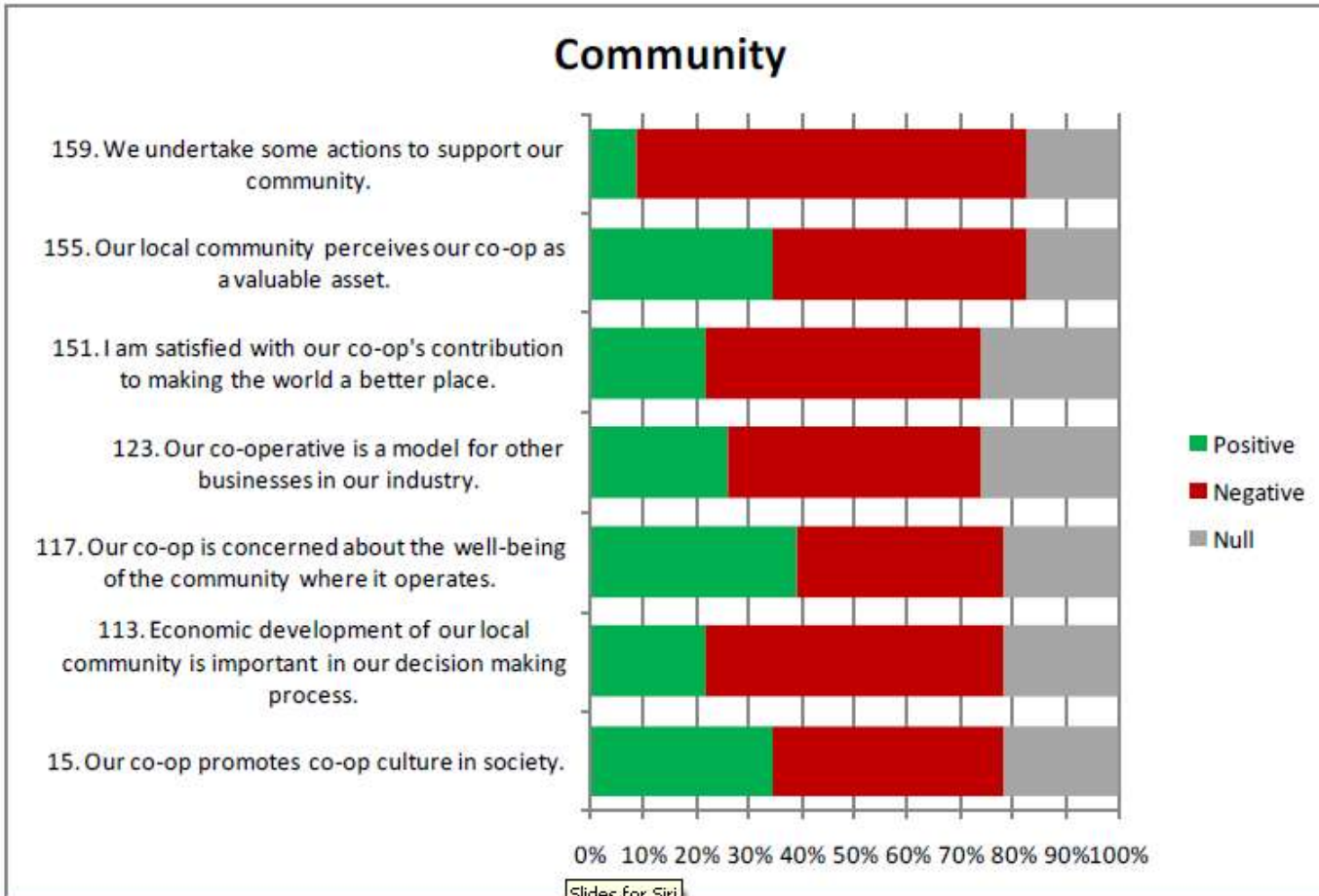




2.5.8 Community

Because each individual is a member of many different communities of great importance to them (e.g. their social circle, their family, their neighbourhood, their cultural group, etc.), then if the co-op is seriously concerned about its employees, members, and customers, it is natural that it should also be concerned about the communities these individuals belong to.

In addition, this scale refers to us as one world community. Co-ops play an important role in recognizing and helping to develop communities, so this scale tries to find out how well they do it.





















Siri Jackson-Wood

- Elected to Board of directors for the Morell Consumer's Co-op (PEI) in 2008.
- Now involved in many initiatives within the co-op sector in PEI and beyond.
- Current President of the PEI Co-operative Council.
- Volunteers with the PEI Co-op Youth program.
- International co-op development experience with the Canadian Co-operative Association in Uganda, East Africa.
- Nominated for Co-op Atlantic Board of Directors
- A believer in the true value of Island Cooperatives in the social and economic make up of the Province.

“I currently live in St. Peter's Bay on Prince Edward Island with my two beautiful daughters, Jodhi and Leah and our dog, cat and crow. I work with my friend for life, Paul MacDonald, at his Rite Stop Co-operative in the capacity of bookkeeper.”



Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

Home | Sitemap | Guidelines | Profile | Scorecard | Co-operative Values | **Scorecard Summary** | Logout

Scorecard Summary

(For details please refer to Steps 6 & 7 in the document on steps for completing the scorecard available in the "Guidelines" menu.)

As with each of the following automated summary sections, the summary of performance provides information on your co-op's score on basic practices (columns B, C and D) and the co-op's score on the combination of the basic practices plus any associated practices that the co-op measured (columns E, F and G). The columns D and G indicate the % score out of a possible 100% of points possible for basic practices (column D) and for basic + selected associated practices (column G).

Section 1: Co-operative Principles [Hide]

These scores are important indicators of how the co-op is performing on the practices associated with each of the co-op principles and, on the 7 principles taken together. In creating this score, each practice measured is given equal weight.

Of additional interest is the way these scores stack up in relation to the co-operative's particular priorities at the time of completing the scorecard. If Principle 5 is of high priority, then the co-op can justifiably celebrate any practice related to that principle that has a priority (4 or 5) AND has a high score (4 or 5). In the case where principle 5 is of very high priority (5) AND has a low score (1 or 2) the co-op needs to make changes to improve performance by a specified time in the future.

(A) Groups	(B) Total score (basic practices)	(C) Total potential score (# of basic practices x 5)	(D) ? Percentage score - basic practices (= B / C)	(E) Total score (all selected practices)	(F) Total potential score (# of selected practices x 5)	(G) ? Percentage score - all selected practices (= E / F)
Principle 1: Open and Voluntary Membership	0	25	0%	0	25	0%
Principle 2: Democratic Member Control	0	55	0%	0	55	0% ?
I. Compliance with By-Laws	0	5	0%	0	5	0% ?
II. Compliance with Provincial Co-operative Act	0	5	0%	0	5	0%

Scorecard in numbers



7 Co-op Principles

(29 Basic & 36 Associated Practices)

Economic Measures

(5 Basic & 11 Associated Practices)

Social Measures

(11 Basic & 19 Associated Practices)

Environmental Measures

(7 Basic & 13 Associated Practices)

SECTION 1 – Co-operative Principles

Principle 2: Democratic Member Control

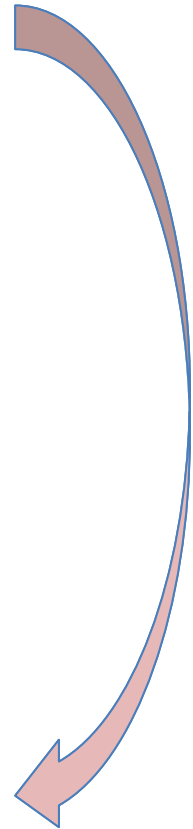
<i>Basic Practice</i>	<i>Score</i>	<i>Priority</i>
6. The co-op Board periodically reviews the by-laws to ensure the co-op is in compliance	<input type="text"/>	<input type="text"/>
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Date of last review by the board	<input type="text"/>	<input type="text"/>
B. A system of recording and addressing infractions is in place (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>
C. # instances of non-compliance with by-laws over the current reporting period	<input type="text"/>	<input type="text" value="0"/>
<i>Provide details on instances of non-compliance</i>		
D. Co-op by-laws are made available for all members (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>
E. Co-op by-laws are distributed to all new Board members (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>
F. # of instances of non-compliance with terms of office for the Board and officers over the past year	<input type="text"/>	<input type="text" value="0"/>
G. In the President's report to the AGM the Chair/President of the Board records the # of meetings held since last AGM, indicating compliance or non-compliance with the by-laws (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>

Within each section, your co-op is asked to determine whether the information being discussed is a high priority.

SECTION 1 – Co-operative Principles

Principle 2: Democratic Member Control

<i>Basic Practice</i>	<i>Score</i>	<i>Priority</i>
6. The co-op Board periodically reviews the by-laws to ensure the co-op is in compliance	<input type="text"/>	5-high
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Date of last review by the board	<input type="text"/>	<input type="text"/>
B. A system of recording and addressing infractions is in place (Y/N)	<input type="text"/>	Yes
C. # instances of non-compliance with by-laws over the current reporting period	<input type="text"/>	0
<i>Provide details on instances of non-compliance</i>		
D. Co-op by-laws are made available for all members (Y/N)	<input type="text"/>	Yes
E. Co-op by-laws are distributed to all new Board members (Y/N)	<input type="text"/>	Yes
F. # of instances of non-compliance with terms of office for the Board and officers over the past year	<input type="text"/>	0
G. In the President's report to the AGM the Chair/President of the Board records the # of meetings held since last AGM, indicating compliance or non-compliance with the by-laws (Y/N)	<input type="text"/>	Yes
<i>Associated Practice</i>	<i>Score</i>	<i>Priority</i>
6.1 The co-op records attendance at the Board meetings.	<input type="text"/>	<input type="text"/>
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Records attendance: (Y/N)	<input type="text"/>	Yes
B. The President's AGM report also includes the average attendance at Board meetings as well as compliance or non-compliance with by-law regulations for individual Board members' attendance record (Y/N)	<input type="text"/>	Yes



No need to take on everything at once

-> The tool is FLEXIBLE

Choose one specific theme

Work with
basic
practices
only, across
all 4 themes

A FLEXIBLE
TOOL

Work with
basic &
associated
practices

Other permutations and combinations to
suit each co-op's individual needs

Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

- Home
- Sitemap
- Guidelines
- Profile
- Scorecard**
- Co-operative Values
- Scorecard Summary
- Logout

Section 1: Seven Co-operative Principles



The co-operative principles are guidelines by which co-operatives put their values into practice. ?

<http://www.ica.coop/coop/principles.html>

Principle 1 - Open and Voluntary Membership ? [Hide]

Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
1	The Co-op makes sure that the official membership list is updated at least once a year.		<input type="text"/> ?	<input type="text"/> ?		
A	Yes / No				<input type="text"/> ?	<input type="text"/> Yes ?
B	# of times that the Co-op updated the membership list over the year				<input type="text"/>	<input type="text"/> 2

SECTION 1 – Co-operative Principles		
Principle 2: Democratic Member Control		
Section V: Strategic Planning and Reporting		
<i>Basic Practice</i>	<i>Score</i>	<i>Priority</i>
10. The co-op Board and manager develop a strategic plan.	<input type="text"/>	<input type="text" value="5-high"/>
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Board & manager develop a strategic plan (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>
<i>Associated Practice</i>	<i>Score</i>	<i>Priority</i>
10.3 The co-op Board works with the manager to establish objectives for the coming year.	<input type="text"/>	<input type="text"/>
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Board works with manager to establish objectives (Y/N)	<input type="text"/>	<input type="text" value="Yes"/>
B. Date of last meeting with the manager to establish objectives for the coming year	<input type="text"/>	<input type="text"/>
<i>Comment here on the process of setting objectives with the manager:</i>	<input type="text"/>	

SECTION 1 – Co-operative Principles		
Principle 2: Democratic Member Control		
Section V: Strategic Planning and Reporting		
Basic Practice	Score	Priority
10. The co-op Board and manager develop a strategic plan.	<input type="text"/>	5-high <input type="text"/>
Indicators for the Practice	Measure	Benchmark
A. Board & manager develop a strategic plan (Y/N)	<input type="text"/>	Yes <input type="text"/>
Associated Practice	Score	Priority
10.1 The co-op Board makes sure that the strategic plan is updated regularly, to reflect the current situation.	<input type="text"/>	<input type="text"/>
Indicators for the Practice	Measure	Benchmark
A. Board makes sure strategic plan is updated regularly (Y/N)	<input type="text"/>	Yes <input type="text"/>
B. Date that the strategic plan was last updated	<input type="text"/>	<input type="text"/>
Associated Practice	Score	Priority
10.2 The Board reports progress on the strategic plan in a variety of venues during the year, so as to reach the largest possible number of members.	<input type="text"/>	<input type="text"/>
Indicators for the Practice	Measure	Benchmark
A. Board reports progress in a variety of venues (Y/N)	<input type="text"/>	Yes <input type="text"/>
B. Including the AGM, indicate the # of reporting venues used during the current reporting period (e.g. Newsletters, postings in the store, staff meetings, etc)	<input type="text"/>	<input type="text"/>
List the various reporting venues used, as well as the audiences (members/employees/mixed) for each venue:	<input type="text"/>	

It can seem accusatory when questions are asked of basic daily practices that may not be taking place.

SECTION 1 – Co-operative Principles

Principle 2: Democratic Member Control

Section VII: Member Engagement

<i>Basic Practice</i>	<i>Score</i>	<i>Priority</i>
14. The co-op has a process for tracking and responding to member needs, issues, and comments	<input type="text"/>	5-high <input type="text"/>
<i>Indicators for the Practice</i>	<i>Measure</i>	<i>Benchmark</i>
A. Co-op has a process (Y/N)	<input type="text"/>	Yes <input type="text"/>
B. # of complaints received over the current reporting period.	<input type="text"/>	0 <input type="text"/>
C. % of complaints received over the current reporting period responded to within a week.	<input type="text"/>	100% <input type="text"/>
D. # of positive comments received over the current reporting period (e.g. Comments made to employees, through comment box, during meetings, etc.)	<input type="text"/>	<input type="text"/>





**This Co-op has been
owned by people in this
community since 1940.**



**Cette coop appartient
aux gens de cette
communauté depuis 1940.**



Redhead Harbour, Morell



Our Board of Directors
Notre conseil d'administration



Elected by members to guide your co-op
Élus par les membres pour guider votre coop

Customer Service

Service à la clientèle











**Our profits stay
in the community...
where they belong.**



St. Peter's day, St. Peter's

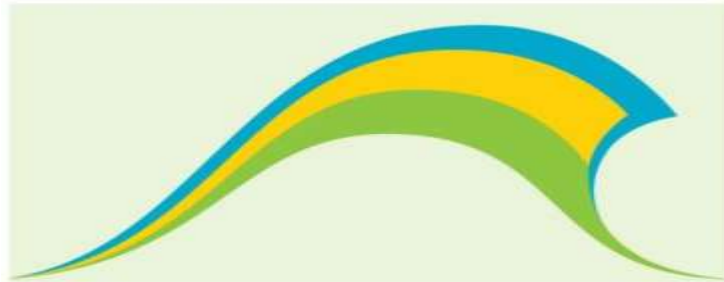
**Nos profits demeurent
dans la communauté...
là ou ça compte.**

COYOP

ST. PETER'S DAY
ST. PETER'S

Thank you!

Réseau de recherche pour mesurer la
DIFFÉRENCE COOPÉRATIVE



Measuring the Co-operative Difference
RESEARCH NETWORK

A project of the Atlantic Cluster of the
Measuring the Co-op Difference Research Network
(www.cooperativedifference.coop)