



Consumer Co-operative Sustainability and Planning Scorecard

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Main Partners



Réseau de recherche pour mesurer la
DIFFÉRENCE COOPÉRATIVE



Measuring the Co-operative Difference
RESEARCH NETWORK



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sciences humaines du Canada

Canada 

Overview of the presentation

- Introduction & purpose of the presentation
- Social responsibility reporting in Canada & the Co-operative Difference
- Context & Organization profile
- Scorecard development process & approach
- Main Goals
- Measuring the Co-operative Difference
- Scorecard: approach & components
- Scorecard Overview
- Morell Co-op experience with Scorecard
- Concluding remarks

Introduction & purpose of the presentation

- Share the process of developing a “Consumer Co-operative Sustainability & Planning Scorecard” using a participatory action approach
- Provide a sense of the content of the current version of the scorecard
- Look at lessons from Morell Consumers’ Co-op work with the Scorecard

Social responsibility reporting in Canada & the Co-operative Difference

- Many tools are available (GRI is the most widely used; ISO 2600 is catching on)
- GRI is used by large co-ops such as Desjardins, The Cooperators, & VanCity
- Can be costly for small co-ops
- Co-ops are democratic member-owned organizations guided by Co-op Principles, therefore by their nature they are socially responsible and engage stakeholders

- ***BUT***
 - Stakeholders include those external to the organization as well and
 - Co-op Principles do not necessarily incorporate all dimensions of the triple bottom line (e.g. environment protection)
- Co-ops want to live up to their principles and to do so they need to develop measures, track performance, and report to members and other stakeholders
- Many co-ops also believe that such reports have value as guides for strategic planning and for addressing sustainability

Context & Organization profile

- Retail grocery industry is a highly competitive industry offering more & more diversified services
- Consumer concerns for the social implications, health and quality of food and the environment
- Co-op Atlantic is based in Moncton, NB & owned by a network of co-ops
 - 54 consumer co-ops
 - 15 agricultural societies
 - 33 other co-ops
- Engaged in retail, real estate, social housing, & energy (2012-2013 sales of \$632M)
- Operates in 4 Atlantic provinces

Scorecard development process

- Starting point – Christianson tool
- The Scorecard was created through a 48-month participatory process that included consultations with various groups of stakeholders and external expertise:
 - 5 pilot Consumers Co-op Boards
 - 3 Co-op Atlantic employees
 - Léo LeBlanc
 - Monique Bourque
 - Roméo Cormier
 - 3 Researchers from 2 universities
 - Leslie Brown and Elizabeth Hicks, Mount Saint Vincent University
 - André Leclerc, Université de Moncton

Main goals

- **Support the retail co-operatives in using the scorecard to:**
 - ✓ Assess their performance on financial, social and environmental aspects of their operations;
 - ✓ Provide co-operatives with the ability to assess their adherence to their values and principles;
 - ✓ Assess performance on the co-operative difference;
 - ✓ Contribute to strategic planning & continuous improvement;
 - ✓ Engage member-owners and other stakeholders in assessing and improving their co-operative;

Main research goals

- Build a profile of retail co-operatives in Atlantic Canada.
- Demonstrate the social, economic & environmental contributions of the co-operative difference.
- Strengthen the *community of sustainability and planning practice* in this region.

Comments from Pilot Project Co-operatives

*«Pour mieux faire
comprendre nos
particularités et
promouvoir le modèle
coopératif.»*

*«Nous avons
l'impression d'en
sortir enrichis.»*

*“Very good, logical
program and easy to
use. Necessary tool
for the survival for
many co-ops”*

*“”It also was helpful to
show us areas in which
we need improvement
but were areas clearly
unknown to us.”*

*«Une fois regroupés,
les résultats nous
fourniront un portrait
global de la
contribution des
coopératives dans la
région.»*

Scorecard: approach & components

- Benchmarking management (Strang, 2010)
 - Compare your co-operative to others
- Expert system components
 - "**Priority**" & "**Score**" written as practices
 - Desirable behaviours
 - Basic Practices: Central to the co-operative difference
 - Associated Practices: To dig deeper into the co-op's performance
 - "**Benchmark**" & "**Measure**" written as indicators
 - To assess your co-op's situation
 - Help buttons

The Scorecard is a web expert system divided into 7 sections

1. Welcome
2. Sitemap
3. Guidelines
 - a) Introduction
 - b) Structure
 - c) Steps
4. Co-operative Profile
5. Scorecard
 - a) Seven Co-operative Principles
 - b) Economic Measures
 - c) Social Measures
 - d) Environment Measures
6. Co-operatives Values
7. Scorecard Summary

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)

Total: 52 Basic & 79 Associated Practices; 399 indicators

A web expert system



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Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

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Welcome



Welcome to the Consumer Co-operative Sustainability and Planning Scorecard!

This scorecard has been developed through participation and co-operation among Co-op Atlantic (Monique Bourque, Roméo Cormier, Léo LeBlanc), researchers from two participating universities (Leslie Brown, Elizabeth Hicks, André Leclerc), and interested local consumer co-operatives - pilot project co-ops: Musquodoboit Co-op (NS); Morell Co-op (PEI); la Coopérative Régionale de la Baie; la Coopérative de Saint-Louis; la Coopérative de Dieppe (NB). An early inspiration for this scorecard was the Co-operative Sustainability Scorecard developed by Russ Christianson, 2009. Together we have developed a user-friendly tool that will assist co-operatives in conducting social accounting and reporting in order to obtain information for continuous improvement and strategic planning. Co-operatives that use this tool will find that they are guided through a process of self-assessments that measure both their achievements and shortfalls in relation to co-operative principles and the co-op's own *triple bottom line* priorities.

This scorecard measures performance on 52 *Basic* practices that are central to the co-operative difference. Measurement of performance on a further 79 *Associated* practices is suggested, in order to dig deeper into the co-op's performance. Recognizing that a co-op cannot work on everything at once, the scorecard also helps in identifying a short list of action priorities for any given year.

For purposes of your first implementation of the scorecard we have included suggested benchmarks / targets for many of the indicators. However, the decision on targets for your co-op can ultimately be made by the Board and management in consultation with other stakeholders.

As results from the retail co-ops come in, you will be provided with averages of the aggregated Scorecard results gathered from all those co-operatives using the Scorecard in the Co-op Atlantic network. These, too, can be used to help set your targets.

Before you proceed, please see the information listed under the **Guidelines** menu. This section will provide you with more information

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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"/>	<input type="text"/>
B	# of times that the Co-op updated the membership list over the year			<input type="text"/>		<input type="text"/>

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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 people, regardless of gender, social, racial, political or religious beliefs, and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

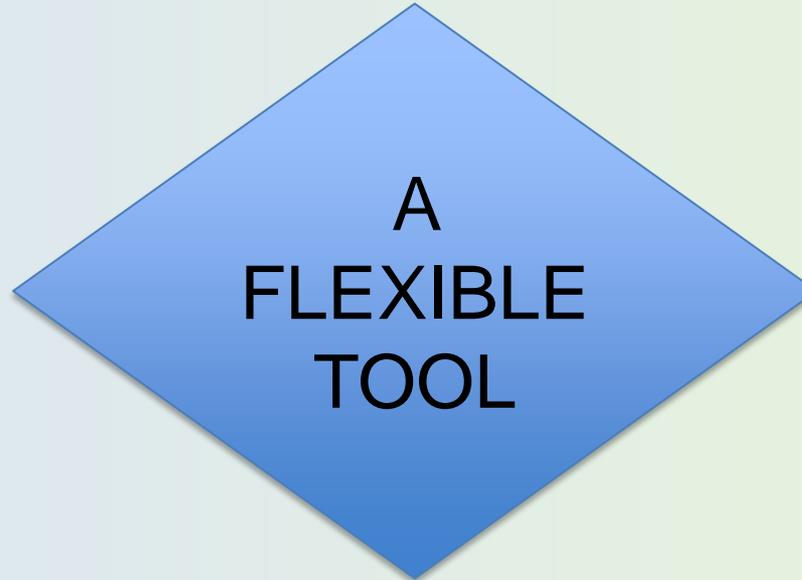
At any time you may refer to the "Steps" document in the "Guidelines" menu for more details on how to complete the Scorecard.

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	

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



Work with
basic &
associated
practices

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

- The work is done by some combination of: the Board, management, volunteer committee
- Other stakeholders, including employees and members
- An employee survey and a member survey are part of the tool
 - Administered & analyzed by a team of university researchers
 - Results link to some of the indicators in the scorecard
 - Linked to practices & indicators
 - Examples

Employees' Survey

Scorecard Practice	Examples of some related Employee Survey Questions <i>(the employee rates the degree to which they agree/disagree with the statement)</i>
<p>24. The Co-op keeps employees informed about their Co-op (Y/N):</p>	<ul style="list-style-type: none"> - I understand the long-term strategy of the co-op. - In my present job I am satisfied with the information I receive about Co-op Atlantic's strategic orientations. - In my present job I am satisfied with the information available regarding the impact of changes in the organization.
<p>25. In consultation with the employees, the Co-op determines the overall needs for education and training (Y/N):</p>	<ul style="list-style-type: none"> - The co-op provides as much ongoing training as I need. - The co-op provides training to help me explore other opportunities within the organization. - The co-op provides training or education to help me balance my work and personal life.
<p>40. The Co-op regularly assesses employee satisfaction (Y/N):</p>	<ul style="list-style-type: none"> - Overall, how satisfied are you with this co-op as an employer? - What can this co-op do to increase your satisfaction as an employee? - I would recommend employment in this co-op to a friend.
<p>42. The Co-op invites employees to play an active role in the organization (Y/N): <i>("active role" is defined as a capacity to be involved in the decision making process relating to their job and responsibilities in the Co-op)</i></p>	<ul style="list-style-type: none"> - In my present job, I am satisfied with the opportunities I'm offered to take part in decisions having direct impact on my job. - In my present job, I am satisfied with being able to help my colleagues at this co-op. <p>In my present job, I am satisfied with being able to help this co-op's members and customers.</p>

Members & Customers' Survey

Scorecard Practice	Examples of some related Membership Survey Questions <i>(the member rates the degree to which they agree/disagree with the statement)</i>
22A. Indicate the % of members who feel adequately informed about their rights and opportunities as an owner-member:	At my co-op, I am satisfied with ... <ul style="list-style-type: none">- the information the co-op provides on the rights and opportunities of owner/members.- the information the co-op provides to me about its products and services.- the amount of member education at the co-op
36D. Indicate the % of members satisfied with opportunities to give input/feedback:	At my co-op, I am satisfied with ... <ul style="list-style-type: none">- how the co-op solicits information on member satisfaction regarding the election process and the representativeness of the Board.- the opportunities the co-op presents for me to become involved.- the opportunities the co-op provides for me to give input and feedback.

- **When the work is finished, the web expert system produces a Scorecard summary :**
 - Summarizes the scores reflecting the extent to which practices are followed, by theme
 - Identifies areas to celebrate with members & other stakeholders (Annual Report, AGM, etc.)
 - For strategic initiatives, identifies areas to improve

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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).

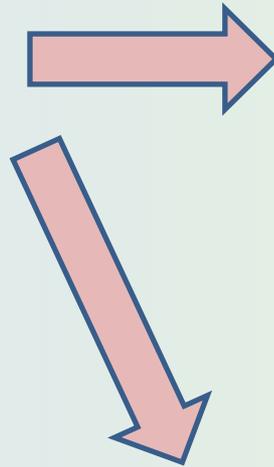
Section 1: Co-operative Principles [Hide]

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%

Summary Scores



Summary Scores for performance on the practices, grouped by theme

Identifies areas to celebrate

+

Identifies areas to improve

Scorecard provides information to:

- Demonstrate the co-op's ***contribution to its primary stakeholders*** (members, employees and community);
- Provide them with ***ongoing opportunities to be engaged*** with their co-operative;
- ***Help the board and the management team as they plan*** for continuous improvement;
- ***Engage employees*** in assessing and improving their place of employment;
- Recognize and report on your co-operative's ***impact on community and the environment***;
- Demonstrate ***transparency and accountability***;
- Foster greater ***resilience, innovation, and sustainability***.

Data access & Support

- Data access
 - Controlled access with password.
 - The co-operative itself, and the researchers.
 - Information on individual co-operatives is confidential.
 - Each co-op decides how broadly to distribute its report.
- Support
 - Researchers offer different kind of support (on site, emails, Skype, phone calls...)
 - “Moodle” site for documents transfer, chat room for participants and the development team.
 - Preparation of reports (summary report, reports for the surveys of employees & members).

Morell Co-op Experience with Scorecard

- One of 4 participating co-ops who have worked with the Scorecard.



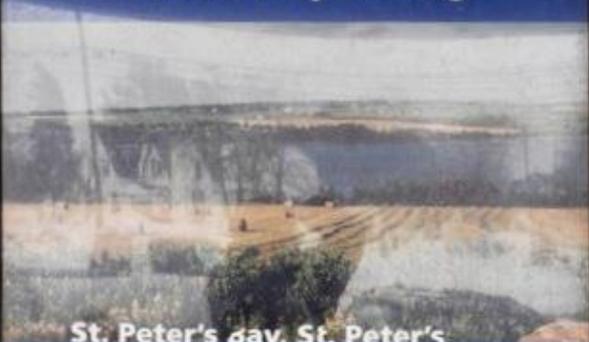
This Co-op has been owned by people in this community since 1940.



Cette coop appartient aux gens de cette communauté depuis 1940.

CO-OP
Redhead Harbour, Morell

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.

CO-OP

ST. PETER'S DAY
14-15-16-17

- **Taking part to the development process**
 - Links with using the finished product
- **Learning about responsibilities**
- **Strategic planning**
- **President's leadership**
- **Importance of OUR assessment**
- **Time issue**
- **Bringing membership into the actual ownership realm of your store.**



Concluding remarks

- Participatory approach → long development process
- Doesn't assure high participation rate from co-ops
 - Board members have to be convinced about the Scorecard's positive impact
 - Need promotion from the research team and support from Co-op Atlantic
- Issue: What happens after the research project?

Questions & Discussion.

Thanks!

<http://www.cooperativedifference.coop>