

DIY Measurements

Creating Structures on the Cheap

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My Bio

- Twenty Six Years at Union Cab of Madison Coop
 - Eight as a Director
 - Three as “The Manager”
 - In charge of Marketing for fourteen years
 - In charge of Strategic Planning for eight years
- MMCCU Class of 2010
- Founder of Democracy at Work Network (dawn.coop)
- Coop Index Tool Project
- PhD Candidate in Business (Management) at St. Mary’s University.

Social Auditing

- The Other “Bottom Lines”
 - Environmental footprint
 - “good corporate citizen”
 - Labour rights
- Accounts for “social performance”
- Measures ethical behavior
- Provides a tool for planning
- Provides a means for marketing

Case Study: Union Cab

- 250 member worker cooperative
- 7 million in sales with average sale about \$15
- Second largest fleet in Wisconsin (approx. 83 vehicles)
- 35 years of operation
 - Operates 24 hours a day, every day
 - 4th Generation of leadership on Board and Management
- Flattened hierarchy
 - Discipline handled by “peer councils”
 - Managers coordinate teams which use consensus decision making
 - All meetings open to all members
- Dispersed workforce
 - At peak periods, only 1/3 of membership at work and 80% of active workers scattered throughout the City in separate vehicles.
- Began Social Audits in 2008

Case Study: Union Cab

- Social Audit Development
- What should be the focus of measurement?
- How should we gather data?
 - Quantitative vs. Qualitative
 - Industrial Averages vs. Coop Experience

The Process

1. Break Down Mission Statement into its parts
2. Develop Survey for Members around mission statement
 1. Scaled Questions (borrowed from other Surveys)
 2. Open Ended Questions and room for comments
3. Collect quantitative data on mission statement items
4. Compile data, report on common themes and create recommendations for Board or Management Action

Case Study: Union Cab

- Mission Statement: “To create jobs at a living wage or better in a safe, humane and democratic environment by providing quality transportation to the Greater Madison area.”
- Core Values:
 - Safety and health of membership and public is of paramount importance
 - Customer Service is everyone’s responsibility and critical to our success
 - Worker Rights and Member Responsibilities
 - Open and Honest Communication
 - Managing Growth Carefully to foster and maintain community
 - Environmentally Sustainable
 - A living wage in a 40 hour work week

Case Study: Union Cab

Mission	Core Values	Coop Identity
Living Wage	Living Wage	Mem. Econ. Participiton
Safe Environment	Safety & Health; Environmental Responsibility	Social Resp.; Caring for Others, Concern for Community, Open & Voluntary Membership
Humane Environment	Worker Rights & Member Responsibility; Managing Growth	Self-help; self-resp.; solidarity; autonomy & independence; cooperate among coop; open and voluntary membership
Democratic Environment	Worker Rights; Open and Honest Communication	Democracy; equality; equity; honesty; openness; democratic member control; education, training and information
Quality Transportation	Customer Satisfaction	Caring for Others; Social Responsibility

Case Study: Union Cab

- Measurements
 - Quantitative
 - Industry data compared to Union Cab data
 - Membership Survey scores
 - Qualitative
 - Membership survey comments
 - Open ended questions
 - Why did you start working here and what keeps you here
 - What can the Coop do to foster leadership
 - What does Quality Transportation mean to you
 - Three ideas to improve Customer Service
 - What was your worst/best passenger experience
 - Ideas about growing the Coop's Business

Results

- 2008 Results lead to creating on-line ordering options (4 years ahead of nearest competitor)
- 2010 Results led to creation of Peer Review System (removing discipline from management purview)
- Trend of drivers who work at coop moved from “because I want to drive for a living” to “because it is a worker coop”
- Provided opportunity for individual members to provide guidance to cooperative leaders.

Plus and Minus

- Internally developed Social Audit is a simple way to measure and hold coop leaders accountable to mission statement and coop identity
- Encourages cyclical review of mission and core values against the Coop Identity
- Assists Strategic Planning efforts and provides direction to directors and managers
- Requires some internal infrastructure
 - Knowledge of question modeling
 - Basic statistical skills
 - Time of staff to engage in process
 - Time of committees, board and management to review and understand results



Thank you



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