



Measuring Performance through a Corporate Balanced Scorecard

Operator Workshop, Moncton, NB
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Background of Corporate Balanced Scorecard

- The concept of the CBS was started in the 90s after the collapse of the dot.com industry.
- Organizations were looking for methodology to measure organizational performance that was meaningful and supported a sustainable approach.
- CBS development heavily promoted by Harvard Business School.
- CBS takes a holistic approach to measure performance and ensure focus on outcomes.

The AFNWA Process

- Several staff presentations in fall/winter to familiarize staff with CBS concepts.
- Held a workshop on February 27/23 with a representative group of employees to review the utility mission, vision and develop scorecard.
- Workshop involved cross section of employees representing all departments to develop critical success factors and key performance indicators.

The Process

- Reviewed mission statement which was adopted by AFNWA Board in 2018.
- Identified critical success factors [CSFs] in support of the new mission.
- Developed organizational indicators to measure performance.
- Received approval of the CBS from the AFNWA Board on April 26/23.

Next Steps

- The 2023/24 fiscal year will be a year to gather data to establish baselines.
- Develop Organizational Award Program [Financial Incentive for all full-time employees].
- Organizational Award Program for 2024/25 will be tied to meeting targets.
- Measure what is important; reward based on measured outcomes.

AFNWA Mission

To provide safe, clean drinking water and wastewater in all participating First Nations communities in Atlantic Canada, delivered by a regional water authority owned and operated by First Nations.

AFNWA Vision

To be a recognized leader for the delivery of water and wastewater services to First Nations communities across Canada.

Critical Success Factors

- *Clean Drinking Water*
- *Safe Wastewater*
- *Financial Stewardship*
- *Service Excellence*
- *Operational Excellence*
- *Engaged Employees*
- *Safety Excellence*

Key Performance Indicators

- Key Performance Indicators (KPI's) are the measures for performance within each CSF and provide the definition and detail to best understand them. The KPIs are organizational, not individual measures.
- The KPI's provide both a detailed clarification of the CSF and allow a target or goal for performance to be established and tracked.

Clean Drinking Water

- Percentage of samples in compliance with interim AFNWA regulations [Guidelines for Canadian Drinking Water Quality]
- Percentage of bacteriological samples free of total coliform

Safe Wastewater

- Percentage of samples in compliance with Wastewater System Effluent Regulations [WSER]
- Number and volume of unplanned effluent discharges [DONCE]

Financial Stewardship

- Budget Adherence (Annual Operations and Capital)
- Cost per Service Connection (water)
- Cost per Service Connection (wastewater)
- Dollars allocated to Indigenous procurement/benefits
- Funding reporting on time to Indigenous Services Canada and First Nations Financial Management Board

Service Excellence

- Number of DWA's and average length of DWA's
- Length of Service Disruption (connection hours lost/community)
- Member Satisfaction Survey; (include question on percentage of population using central system versus bottled water)
- Volunteer Hours for Employees on behalf of AFNWA

Operational Excellence

- Water Loss Control - *litres per service connection per day* (Master meters being installed in 2023/24)
- Percentage of surface appurtenances uncovered, in working order, and identified in GIS (we have the equipment to uncover and document locations)
- Inflow & Infiltration reduction (wet to dry weather flow ratios - will take some time to get measurements but meters being installed and studies starting in 2023/24)

Engaged Employees

- Operators certified to the level of the plant which they operate
- Sick Time (Average number of sick days taken per year)
- Employee Satisfaction surveys
- Student placements (student in each service area, scholarships)

Safety Excellence

- Number of employees with up-to-date training certification
- Lost Time Accidents
- Audit Scores (Annual inspection)
- Number of at fault traffic accidents/100,000 km driven
- Near Miss reporting (additional monthly incentive with prize draws)

Summary

- The CBS is meant to be inclusive and ensure all employees are focused on outcomes.
- Baseline data will be captured in the 2023/24 fiscal year.
- Management will obtain Board approval of the targets for 2024/25 and the related award program.
- The Organizational Award Program is not a given; the organization must achieve a minimum score to secure an award.
- The purpose of the CBS is to make us a better utility.

Do not follow where the path may lead. Go instead, where there is no path and blaze a trail.

