

Balanced Scorecard's report

(Scorecard: Pdf Result)

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Period: Month

Fecha: 2011 / 06 / 29

1 Perspectives summary:

1 Financial

Description: Financial perspective

Status: ●

Trend: ➤

Objectives		
Objective	Status	Trend
Increase profit margins	●	➤
Grow revenue	●	▲

1.1 Increase profit margins

Description: Increase profit margins objective

Weight: 10

Status: ●

Trend: ➤

1.1.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Profit margin	2603.44	2667.0	●	▼
Expenses	1690.94	1742.0	●	➤

1.1.1.1 Profit margin

Description: Profit margin metric



Format: ###.00%

Aggregator: Sum

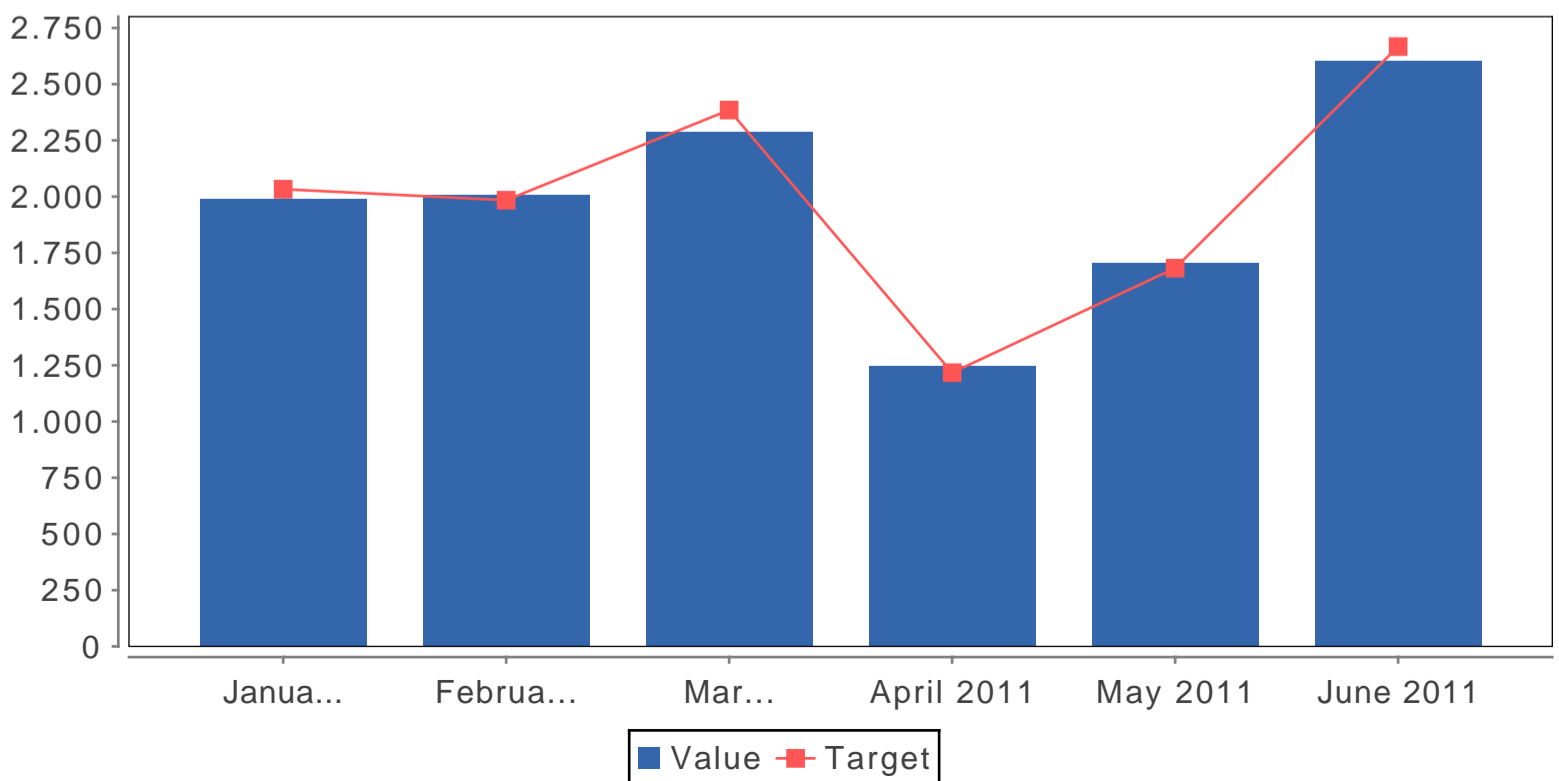
Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
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2603.44	2667.0		
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History		
Period	Value	Target
January 2011	1990.19	2033.0
February 2011	2009.78	1984.0
March 2011	2289.86	2385.0
April 2011	1246.11	1217.0
May 2011	1703.42	1682.0
June 2011	2603.44	2667.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.1.1.2 Expenses



Description: Expenses metric

Format: ###.00mill

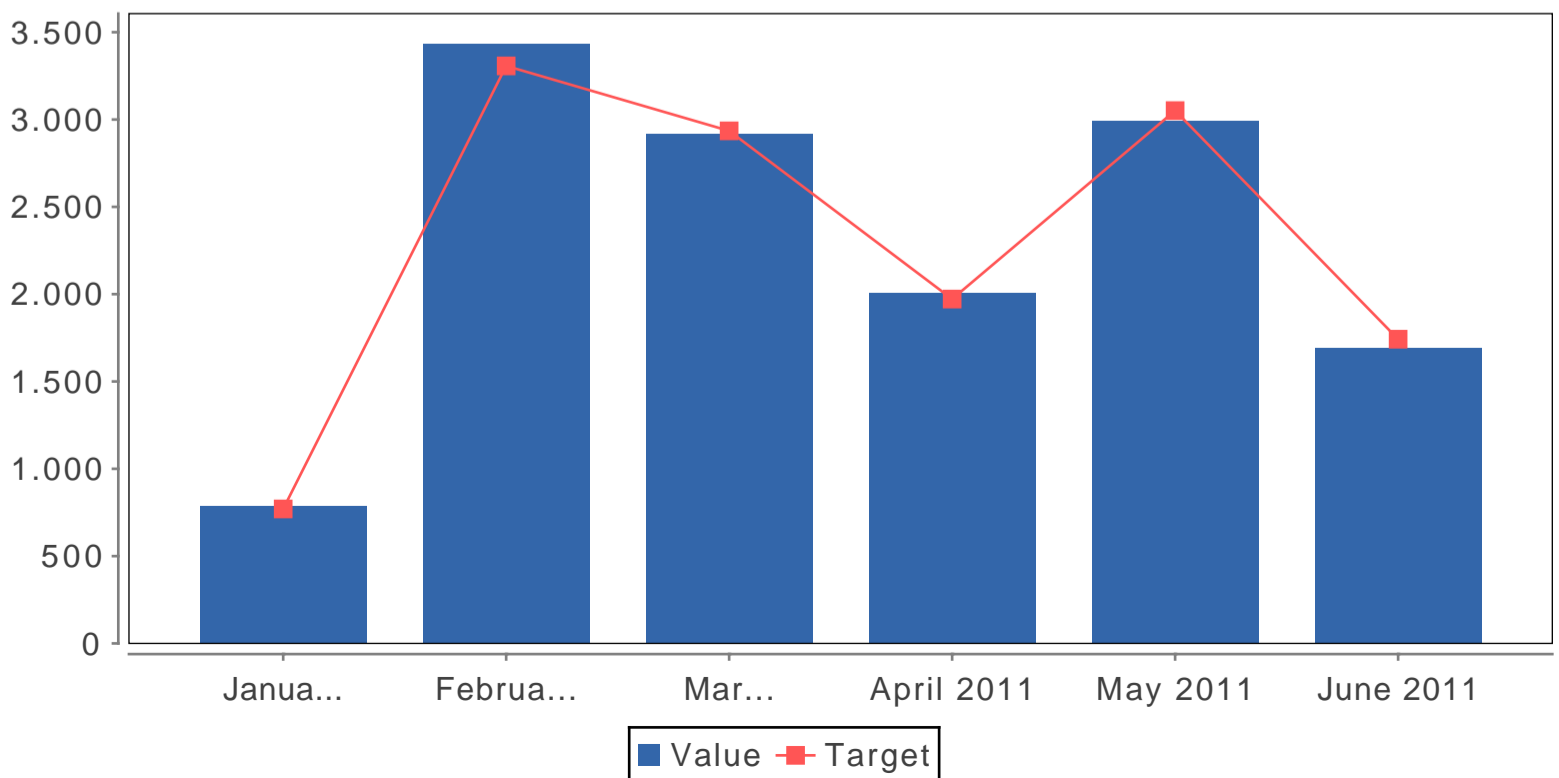
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1690.94	1742.0		

History		
Period	Value	Target
January 2011	785.81	770.0
February 2011	3434.77	3307.0
March 2011	2920.4	2935.0
April 2011	2010.18	1972.0
May 2011	2993.85	3051.0
June 2011	1690.94	1742.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.1.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Reduce maintenance costs		●	➤	69.92%	05-11-2010	30-11-2011
Conduct asset condition survey		●	➤	61.99%	01-01-2011	30-11-2011

1.1.2.1 Reduce maintenance costs

Description: Reduce maintenance costs initiative

Start Date: 05-11-2010

End Date: 30-11-2011

Progress: 69.92%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Assess impact of leasing equipment when possible		●	➤	63%	05-11-2010	30-11-2011
'Retire' high maintenance equipment		●	➤	76.84%	10-02-2011	20-08-2011

1.1.2.2 Conduct asset condition survey

Description: Conduct asset condition survey initiative

Start Date: 01-01-2011





End Date: 30-11-2011

Progress: 61.99%

Responsible: null

Status: ●

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Document practices involved with asset surveys				54.99%	01-03-2011	30-11-2011
Develop asset teams by work zone				69%	01-01-2011	30-09-2011

1.2 Grow revenue





Description: Grow revenue objective

Weight: 10

 Status: 

 Trend: 

1.2.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Revenue	1076.51	1071.0		
EBITDA	2740.2	2687.0		

1.2.1.1 Revenue



Description: Revenue metric

Format: ###.00mill

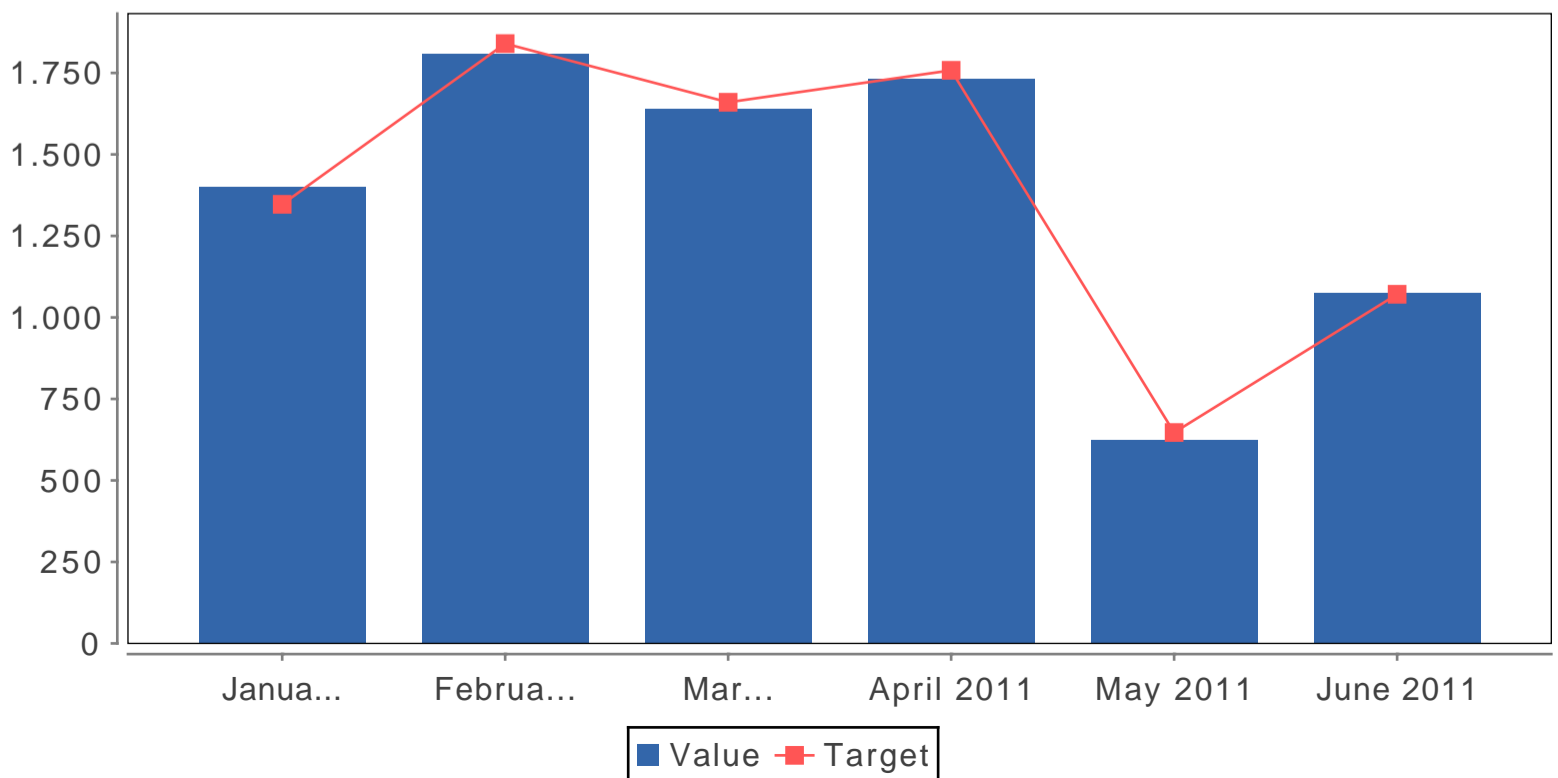
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
1076.51	1071.0		

History		
Period	Value	Target
January 2011	1401.48	1347.0
February 2011	1808.21	1840.0
March 2011	1641.16	1660.0
April 2011	1733.26	1758.0
May 2011	622.96	647.0
June 2011	1076.51	1071.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.2.1.2 EBITDA



Description: EBITDA metric

Format: ###.00mill

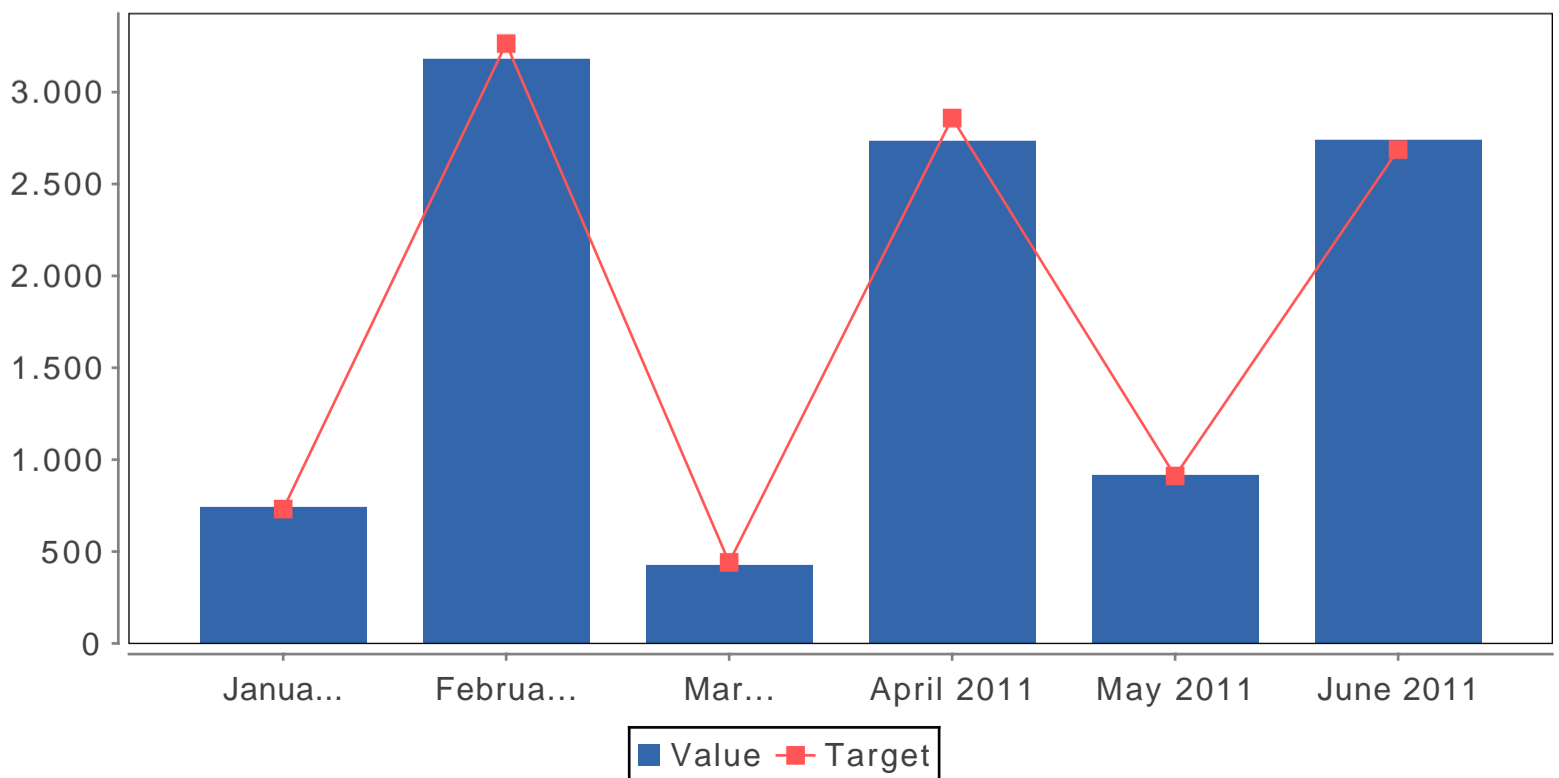
Aggregator: Sum

Tolerance: 0.2









Responsible: null

Current Value	Current Target	Status	Trend
2740.2	2687.0		

History		
Period	Value	Target
January 2011	742.52	731.0
February 2011	3179.03	3264.0
March 2011	425.0	441.0
April 2011	2735.98	2859.0
May 2011	918.19	911.0
June 2011	2740.2	2687.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.2.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Develop and implement a plan to improve planning processes				79.34%	07-10-2010	01-11-2011
Provide new services				83.81%	12-09-2010	08-10-2011
Build business case and secure capital funding				83.64%	01-09-2010	01-11-2011
Plan completion for ensuring full successful implementation of ERP				100%	11-08-2010	11-04-2011

1.2.2.1 *Develop and implement a plan to improve planning processes*

Description: Develop and implement a plan to improve planning processes initiative

Start Date: 07-10-2010





End Date: 01-11-2011

Progress: 79.34%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Leverage ERP functionality more fully				93.14%	05-11-2010	27-07-2011
Utilize and track strategy expenditures better				65.54%	07-10-2010	01-11-2011

1.2.2.2 Provide new services

Description: Provide new services initiative

Start Date: 12-09-2010

End Date: 08-10-2011

Progress: 83.81%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop solutions-based approach for all services		●	➤	73.44%	12-09-2010	08-10-2011
Provide multi-tier system to capture entry-level to advanced-use customers		●	➤	94.18%	05-10-2010	27-07-2011

1.2.2.3 Build business case and secure capital funding

Description: Build business case and secure capital funding initiative

Start Date: 01-09-2010

End Date: 01-11-2011


Progress: 83.64%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop steering committee and local advisory boards		●	➤	100%	14-11-2010	11-04-2011

Restructure company debt				67.28%	01-09-2010	01-11-2011
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1.2.2.4 Plan completion for ensuring full successful implementation of ERP

Description: Plan completion for ensuring full successful implementation of ERP initiative

Start Date: 11-08-2010



End Date: 11-04-2011

Progress: 100%

Responsible: null

Status: 

Trend: 





Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop internal training curriculum				100%	11-08-2010	11-04-2011

2 Customer

Description: Customer perspective

Status: 


Trend: 

Objectives		
Objective	Status	Trend
Provide superior customer service		
Deliver the best value to consumers		

2.1 Provide superior customer service





Description: Provide superior customer service objective

Weight: 10

Status: 

Trend: 

2.1.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Customer Loyalty Measure	748.91	742.0		
Customer Experience Composite	583.35	569.0		

2.1.1.1 Customer Loyalty Measure



Description: Customer Loyalty Measure metric

Format: ###.00%

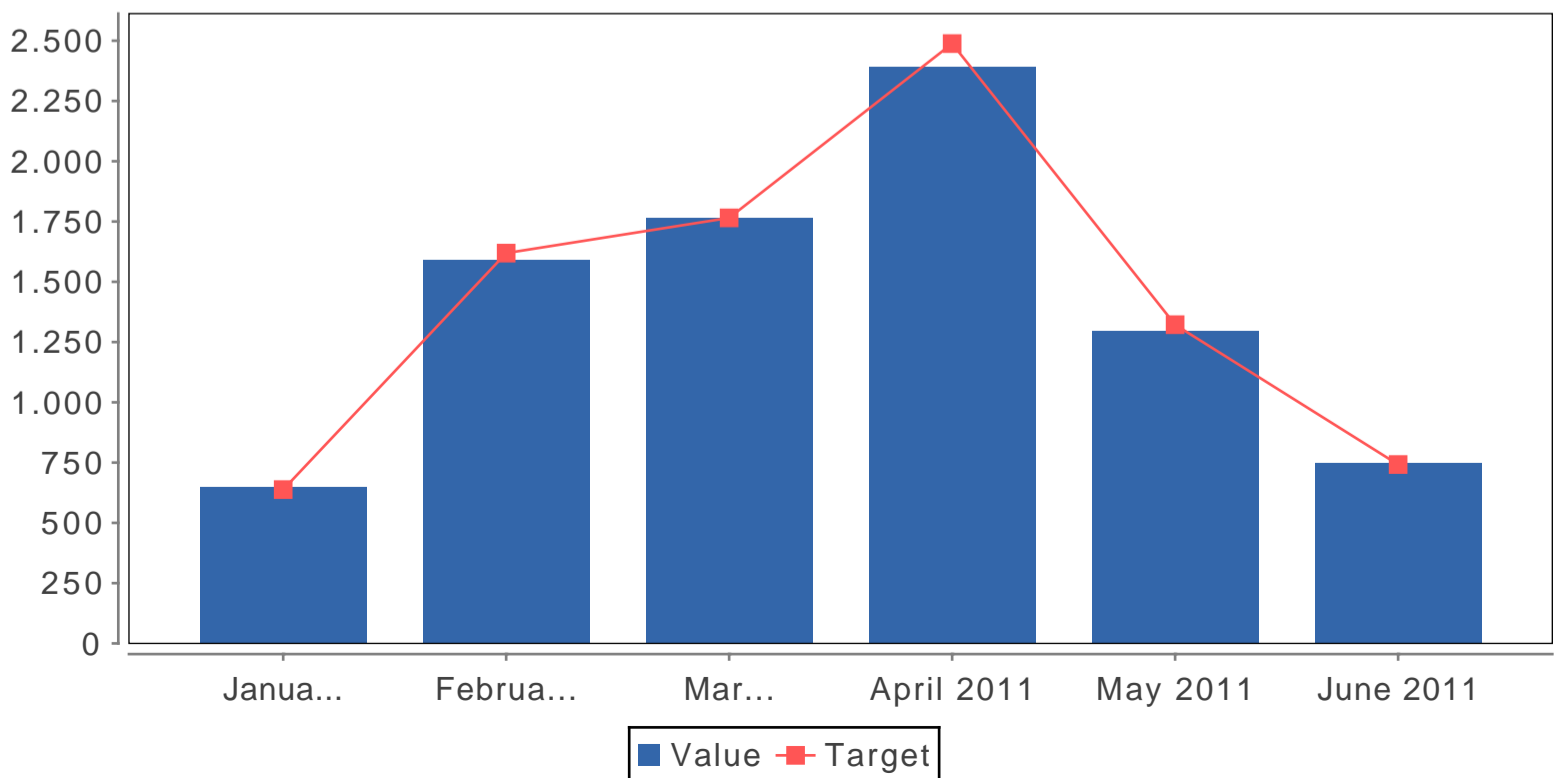
Aggregator: Sum

Tolerance: 0.2

Responsible: null

Current Value	Current Target	Status	Trend
748.91	742.0		

History		
Period	Value	Target
January 2011	650.93	638.0
February 2011	1590.6	1619.0
March 2011	1765.48	1765.0
April 2011	2392.51	2488.0
May 2011	1295.64	1322.0
June 2011	748.91	742.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.1.1.2 Customer Experience Composite



Description: Customer Experience Composite metric

Format: ###.00%

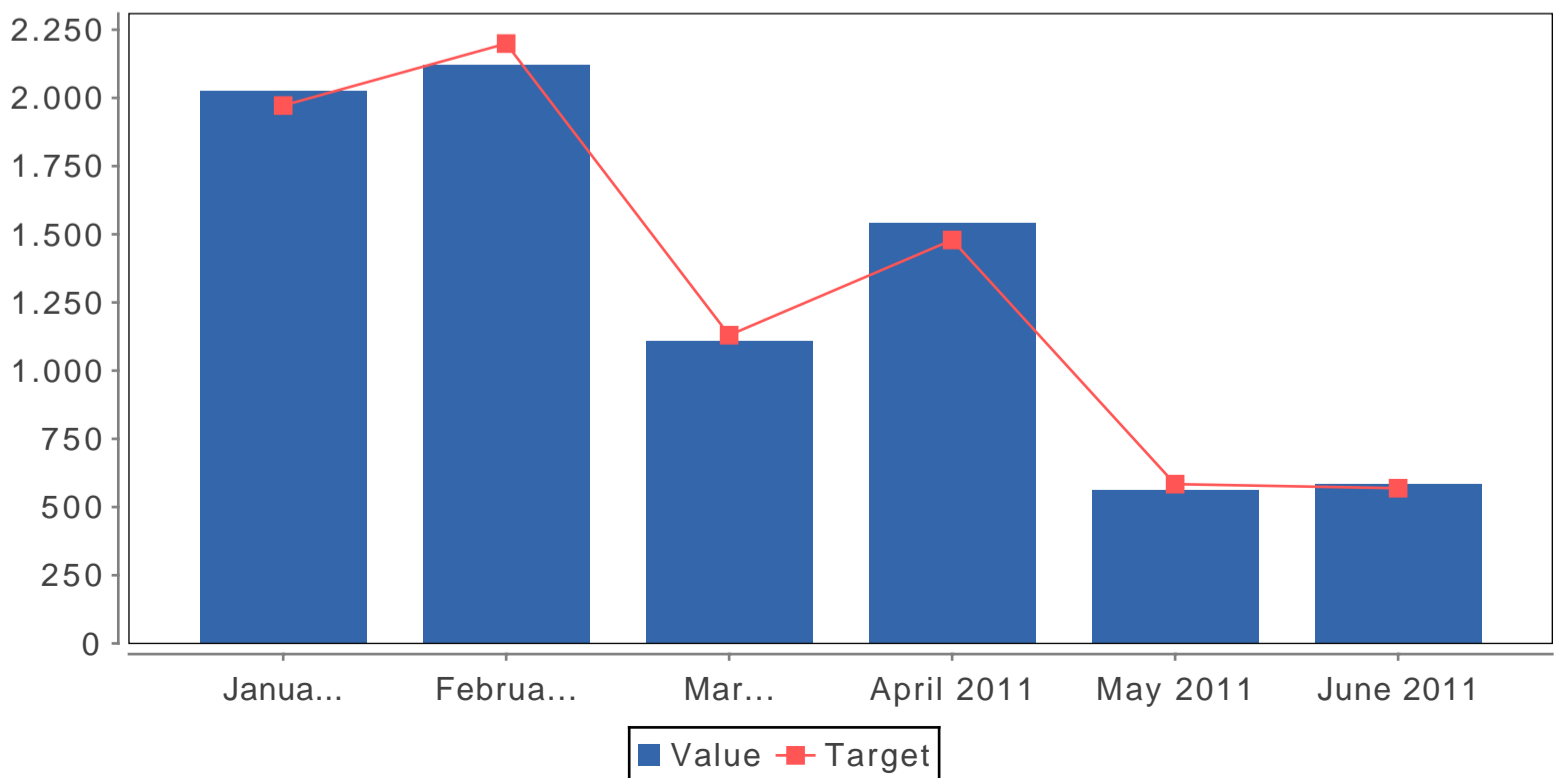
Aggregator: Sum

Tolerance: 1.2





Responsible: null

Current Value	Current Target	Status	Trend
583.35	569.0		

History		
Period	Value	Target
January 2011	2026.03	1972.0
February 2011	2119.68	2199.0
March 2011	1107.99	1130.0
April 2011	1542.09	1479.0
May 2011	562.0	584.0
June 2011	583.35	569.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.1.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Reduce the number of customer complaints				69.38%	11-08-2010	30-11-2011
Provide customers with a range of electronic payment options				70.42%	17-09-2010	30-11-2011

2.1.2.1 Reduce the number of customer complaints

Description: Reduce the number of customer complaints initiative

Start Date: 11-08-2010









End Date: 30-11-2011

Progress: 69.38%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Link CRM to service desk to notify account managers of issues				65.09%	07-10-2010	01-11-2011
Revise criteria for closing active customer cases				50%	10-02-2011	20-08-2011
Develop daily dashboards of reported customer issues				100%	11-08-2010	11-04-2011
Centralize customer service IT systems				62.42%	05-11-2010	30-11-2011

2.1.2.2 Provide customers with a range of electronic payment options

Description: Provide customers with a range of electronic payment options initiative

Start Date: 17-09-2010

End Date: 30-11-2011

Progress: 70.42%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop new incentive system to promote customer use of new systems		●	➤	85.47%	17-09-2010	20-08-2011
Train all customer-facing employees to communicate new options with customers		●	➤	56.85%	01-03-2011	30-11-2011
Procure new IT system for collection payment		●	➤	68.95%	01-01-2011	30-09-2011

2.2 Deliver the best value to consumers

Description: Deliver the best value to consumers objective





Weight: 10

Status: ●

Trend: ➤

2.2.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend

Customer retention %	763.36	802.0		
Customer satisfaction	2446.75	2560.0		

2.2.1.1 Customer retention %



Description: Customer retention % metric

Format: ###.00%

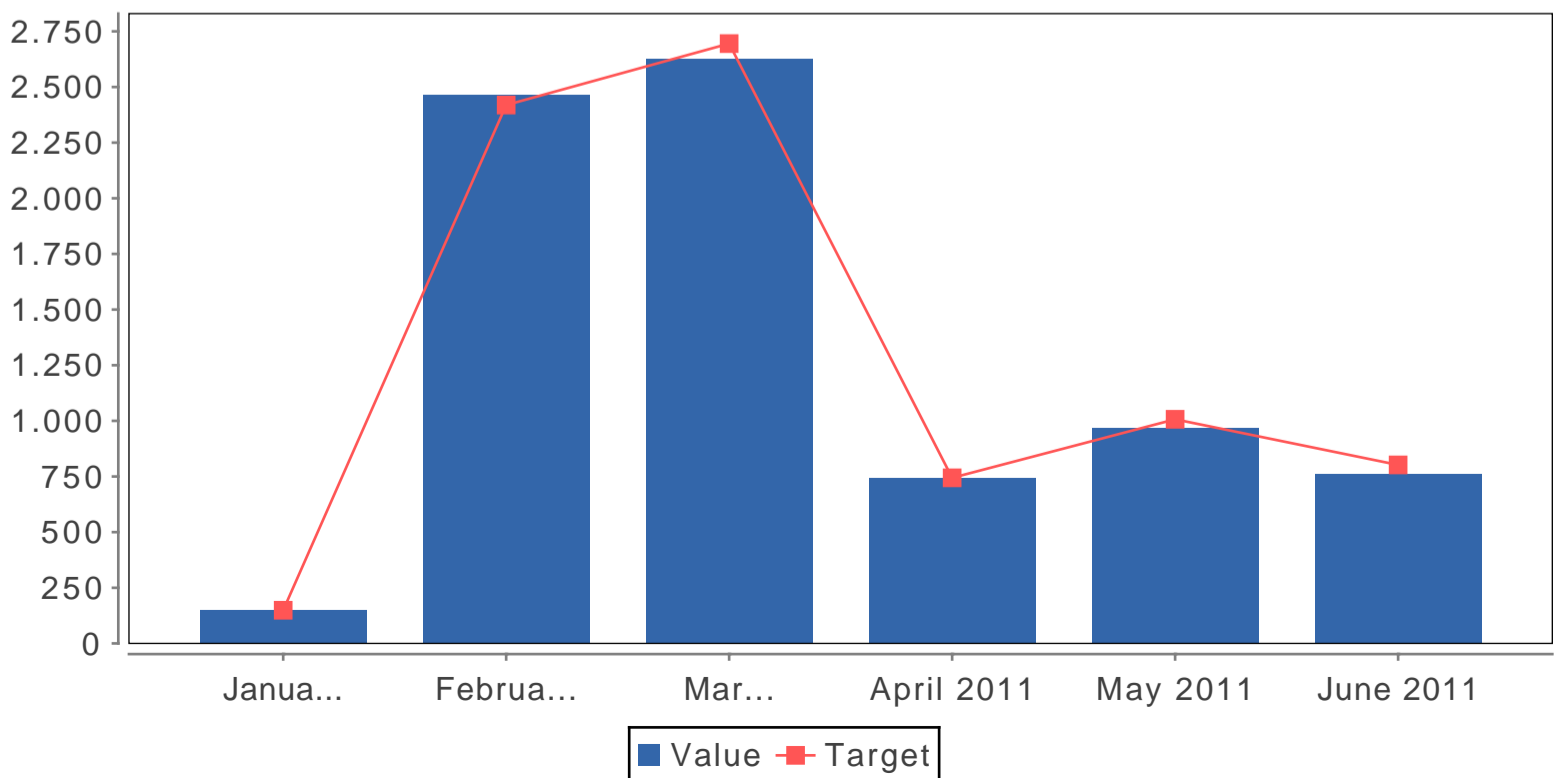
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
763.36	802.0		

History		
Period	Value	Target
January 2011	149.62	149.0
February 2011	2464.27	2419.0
March 2011	2625.54	2695.0
April 2011	743.58	744.0
May 2011	969.6	1007.0
June 2011	763.36	802.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.2.1.2 Customer satisfaction



Description: Customer satisfaction metric

Format: ###.00

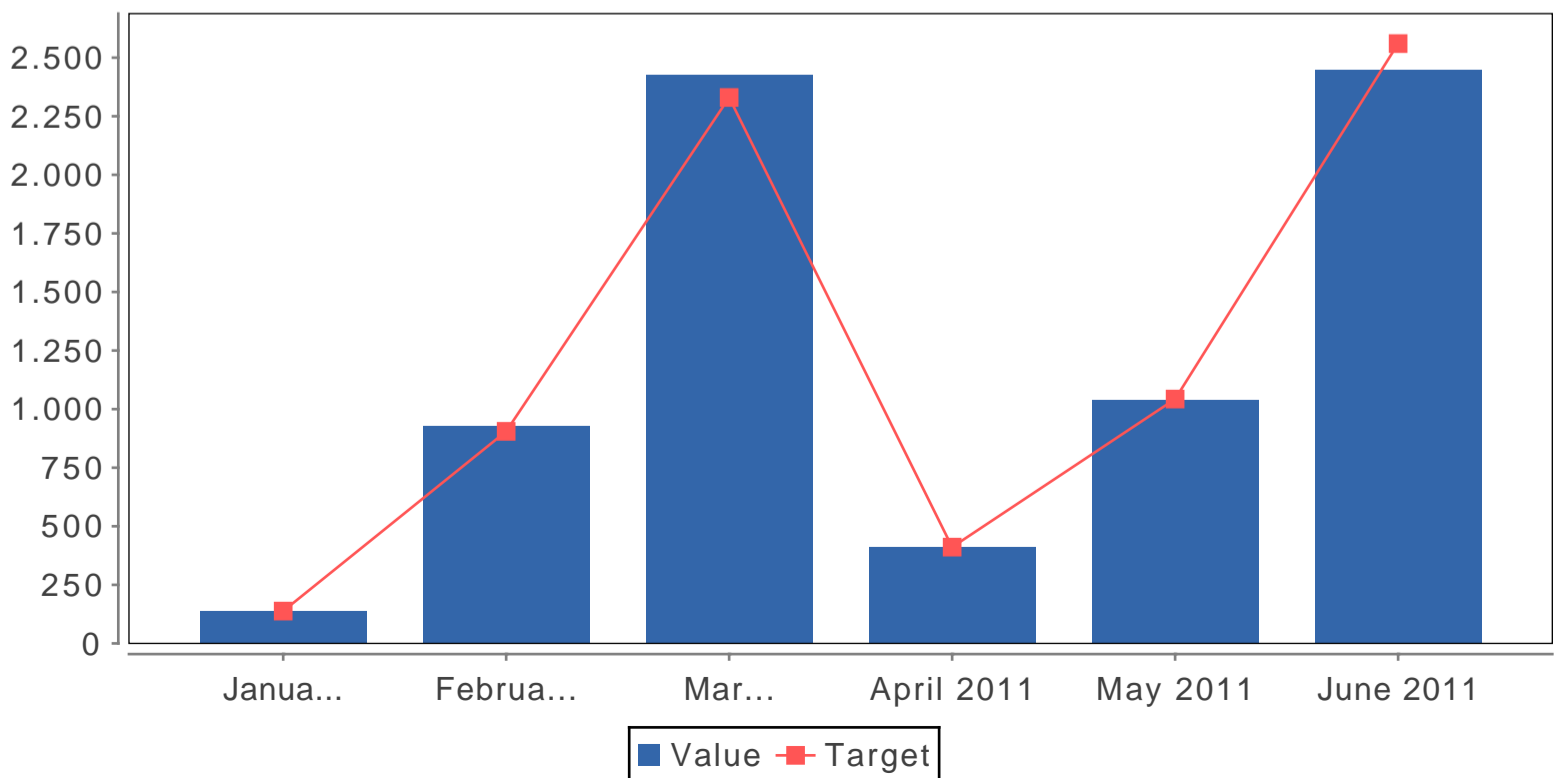
Aggregator: Sum

Tolerance: 0.2







Responsible: null

Current Value	Current Target	Status	Trend
2446.75	2560.0		

History		
Period	Value	Target
January 2011	137.61	138.0
February 2011	928.19	905.0
March 2011	2425.97	2330.0
April 2011	412.96	411.0
May 2011	1038.97	1043.0
June 2011	2446.75	2560.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.2.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Improve reliability of service				73.52%	12-09-2010	01-11-2011
Establish & implement pricing structure for products & ancillary services				72.6%	17-09-2010	01-11-2011
Increase the influence of customer's views in development				83.48%	12-09-2010	08-10-2011

2.2.2.1 Improve reliability of service

Description: Improve reliability of service initiative

Start Date: 12-09-2010





End Date: 01-11-2011

Progress: 73.52%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Update business continuity and emergency plans on a quarterly basis				56.17%	01-01-2011	01-11-2011
Develop 'drills' and simulations as part of on-going training				73.39%	12-09-2010	08-10-2011

Build in redundancy in 80% of critical processes				90.99%	05-10-2010	27-07-2011
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2.2.2.2 Establish & implement pricing structure for products & ancillary services

Description: Establish & implement pricing structure for products & ancillary services initiative

Start Date: 17-09-2010







End Date: 01-11-2011

Progress: 72.6%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop new pricing guidelines				84.81%	17-09-2010	20-08-2011
Develop task force with sales and marketing resources				77.17%	10-02-2011	20-08-2011
Consolidate all pricing data form all products and services				55.81%	01-01-2011	01-11-2011

2.2.2.3 Increase the influence of customer's views in development

Description: Increase the influence of customer's views in development initiative

Start Date: 12-09-2010







End Date: 08-10-2011

Progress: 83.48%

Responsible: null

Status: 

Trend: 





Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Train account managers in new practices				74.81%	12-09-2010	08-10-2011
Develop incentive program for customer participation in focus groups				84.44%	17-09-2010	20-08-2011
Integrate customer involvement with customer satisfaction practices				91.19%	05-10-2010	27-07-2011

3 Internal Processes

Description: Internal processes perspective

Status: 


Trend: 

Objectives		
Objective	Status	Trend
Foster environment promoting continuous improvement		
Enhance efficiency of operations		

3.1 Foster environment promoting continuous improvement

Description: Foster environment promoting continuous improvement objective





Weight: 10

Status: 

Trend: 

3.1.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend

Complaint rate	1610.17	1636.0		
Recalls	1483.79	1526.0		

3.1.1.1 Complaint rate



Description: Complaint rate metric

Format: ###.00

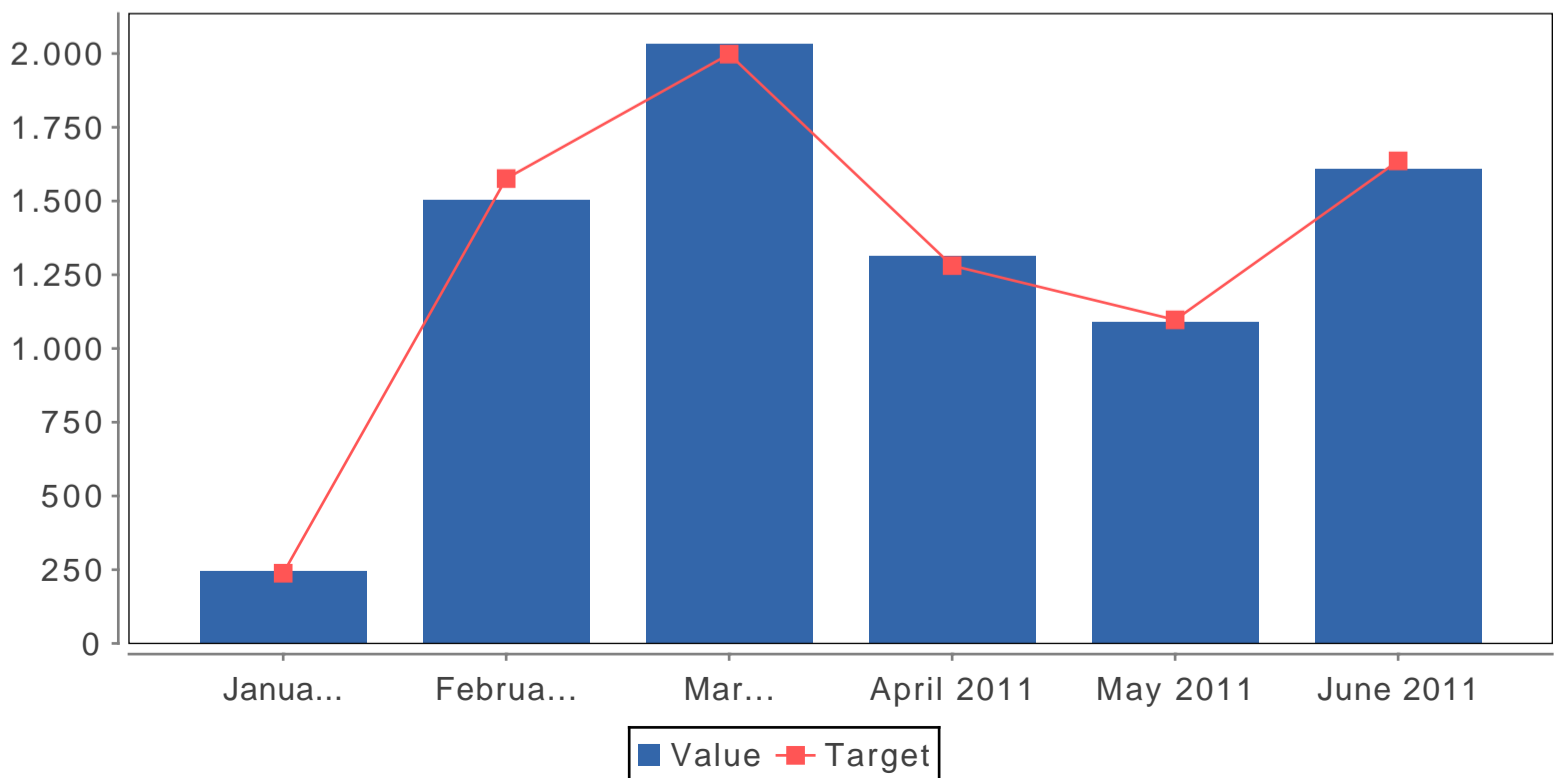
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1610.17	1636.0		

History		
Period	Value	Target
January 2011	246.04	238.0
February 2011	1505.07	1576.0
March 2011	2033.74	1998.0
April 2011	1315.4	1281.0
May 2011	1088.83	1097.0
June 2011	1610.17	1636.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.1.1.2 Recalls



Description: Recalls metric

Format: ###.00

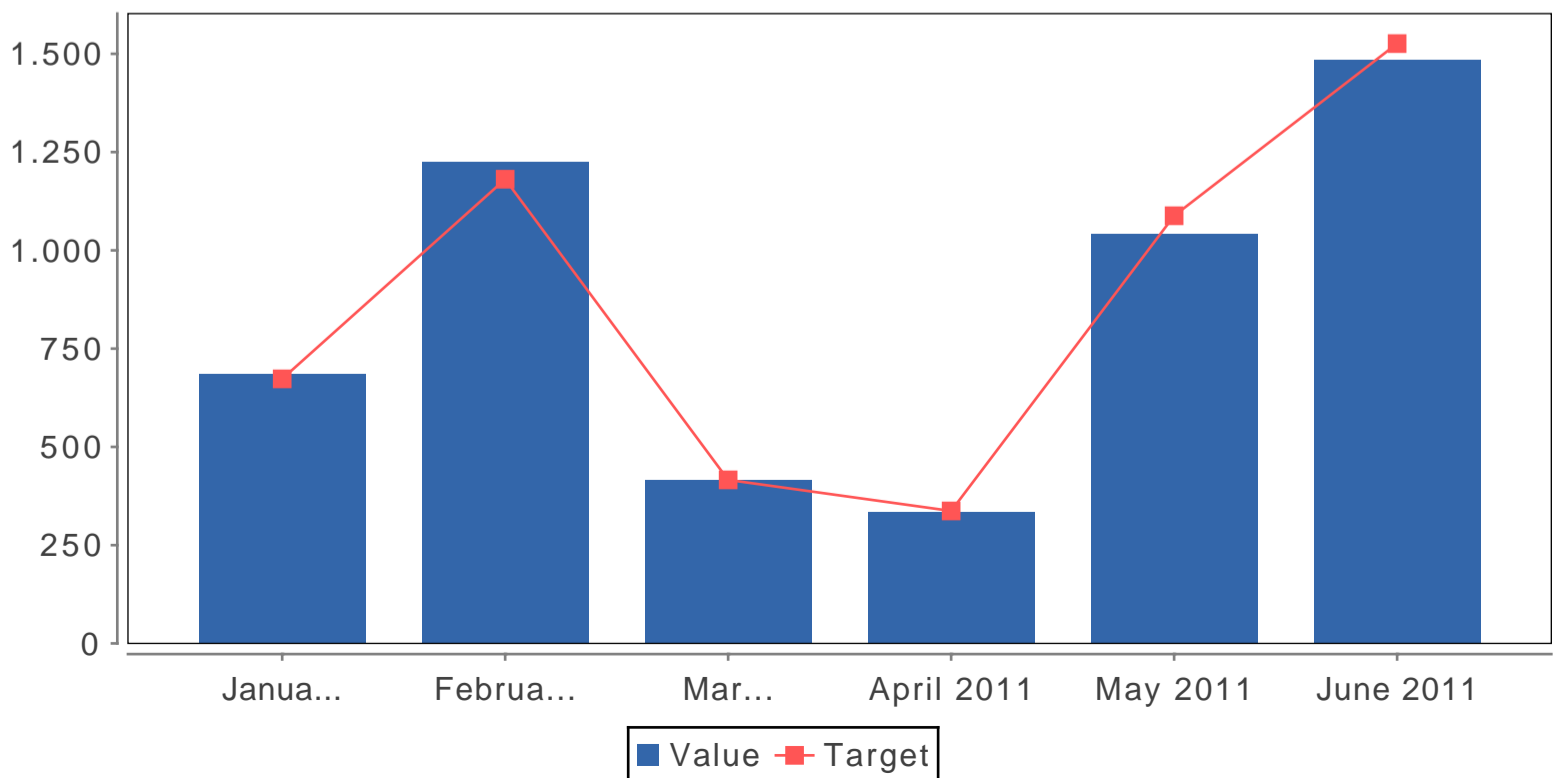
Aggregator: Sum

Tolerance: 0.2



Responsible: null

Current Value	Current Target	Status	Trend
1483.79	1526.0		

History		
Period	Value	Target
January 2011	686.25	673.0
February 2011	1224.32	1181.0
March 2011	416.91	416.0
April 2011	335.09	337.0
May 2011	1041.29	1088.0
June 2011	1483.79	1526.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.1.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Plan implementation for improvement of internal communications				64.81%	07-10-2010	30-11-2011

3.1.2.1 Plan implementation for improvement of internal communications

Description: Plan implementation for improvement of internal communications initiative

Start Date: 07-10-2010











End Date: 30-11-2011

Progress: 64.81%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Secure 50 hours consulting from existing contractor				56.52%	01-01-2011	01-11-2011
Identify communications gaps in present system				57.04%	01-03-2011	30-11-2011
Develop plan to address communications gaps				65.22%	07-10-2010	01-11-2011
Secure budget for plan completion by end of 2012				67.01%	01-01-2011	30-09-2011
Draft requirement for 3rd party consultant				78.26%	10-02-2011	20-08-2011

3.2 Enhance efficiency of operations

Description: Enhance efficiency of operations objective

Weight: 10

Status: ●

Trend: ▼

3.2.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Cycle time index	3844.08	3925.0	●	▼
Cost per Unit	1045.81	1068.0	●	▼

3.2.1.1 Cycle time index

Description: Cycle time index metric

Format: ###.00%

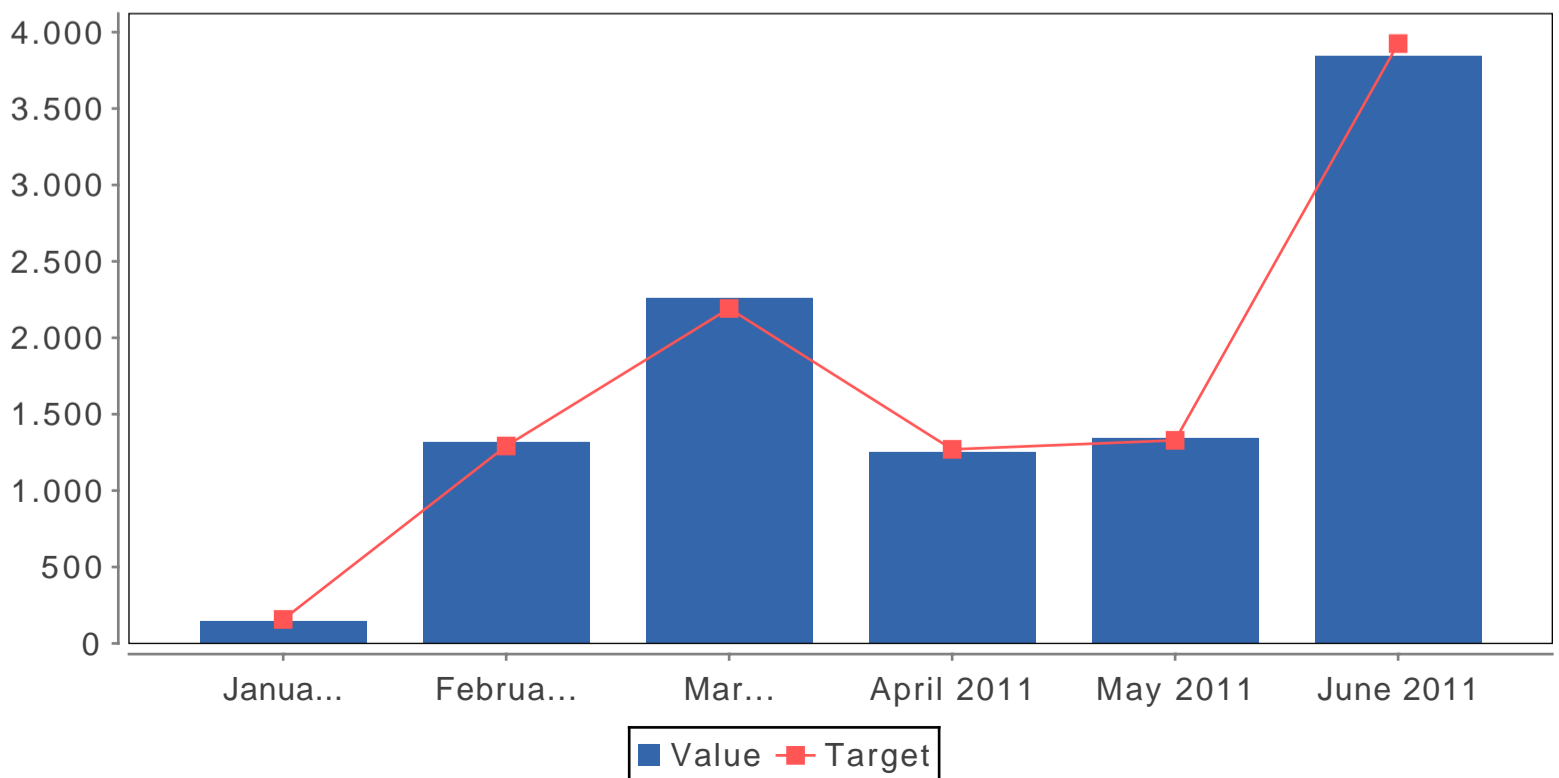
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
3844.08	3925.0	●	▼

History		
Period	Value	Target
January 2011	149.76	157.0
February 2011	1317.96	1292.0
March 2011	2260.79	2192.0
April 2011	1255.67	1270.0
May 2011	1347.15	1329.0
June 2011	3844.08	3925.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.2.1.2 Cost per Unit



Description: Cost per Unit metric

Format: ###.00\$

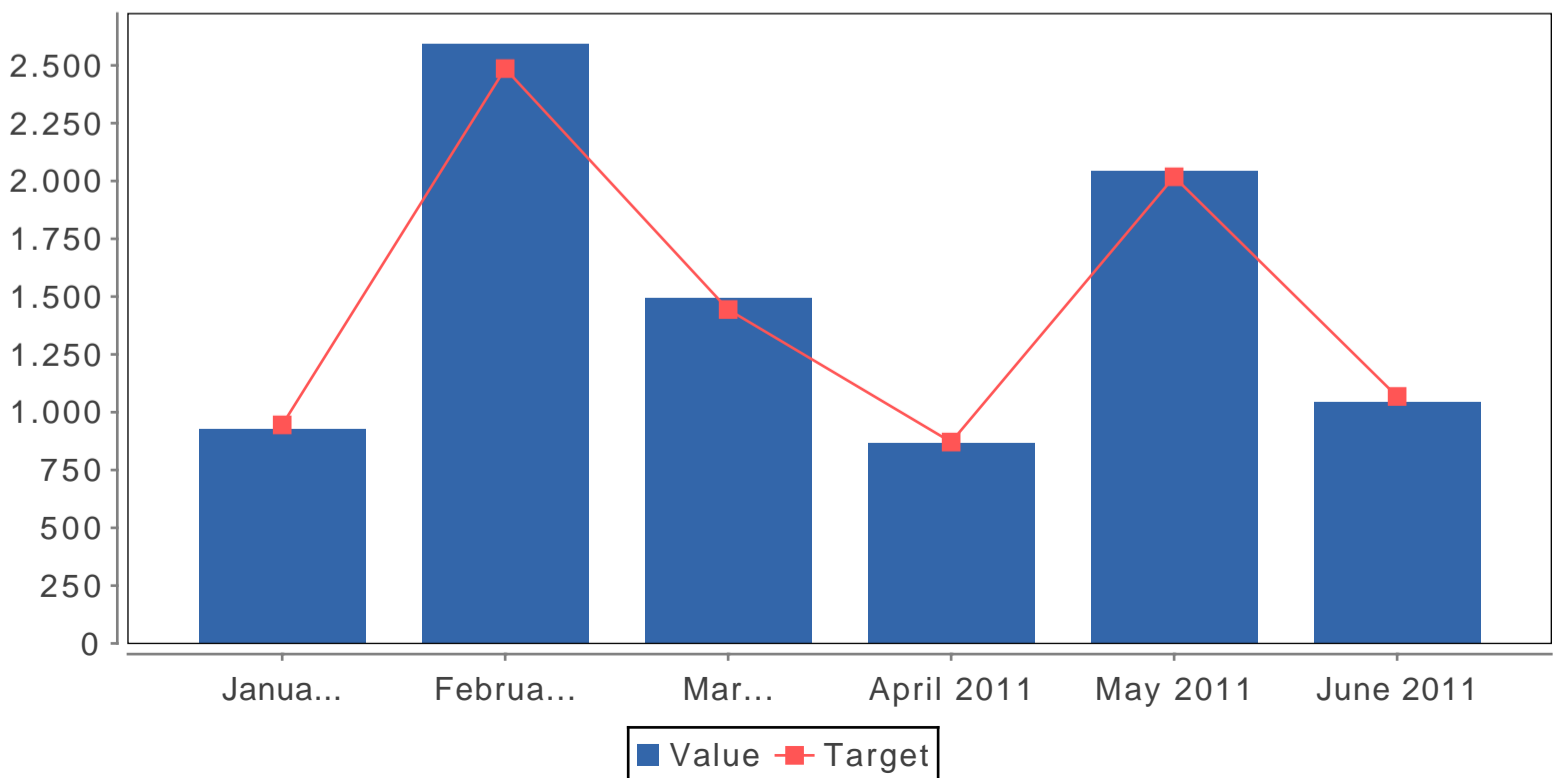
Aggregator: Sum

Tolerance: 0.6



Responsible: null

Current Value	Current Target	Status	Trend
1045.81	1068.0		

History		
Period	Value	Target
January 2011	927.38	945.0
February 2011	2594.13	2486.0
March 2011	1495.71	1444.0
April 2011	868.73	871.0
May 2011	2045.4	2018.0
June 2011	1045.81	1068.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.2.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Plan completion for implementing SLAs				83.4%	12-09-2010	08-10-2011

3.2.2.1 Plan completion for implementing SLAs

Description: Plan completion for implementing SLAs initiative

Start Date: 12-09-2010





End Date: 08-10-2011

Progress: 83.4%

Responsible: null

Status: 

Trend: 



Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Identify key vendors for SLAs				73.41%	12-09-2010	08-10-2011
Develop standardized contract template for reporting SLAs				93.39%	05-10-2010	27-07-2011

4 Learning and Growth

Description: Learning and growth perspective

Status: 

Trend: 

Objectives		
Objective	Status	Trend
Maintain a safe and productive workplace		

Attract & retain the most qualified employees	●	▼
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4.1 Maintain a safe and productive workplace

Description: Maintain a safe and productive workplace objective

Weight: 10

Status: ●

Trend: ▼

4.1.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Incident reports	941.35	961.0	●	▼
Absenteeism	1278.13	1285.0	●	▶

4.1.1.1 Incident reports

Description: Incident reports metric

Format: ###.00

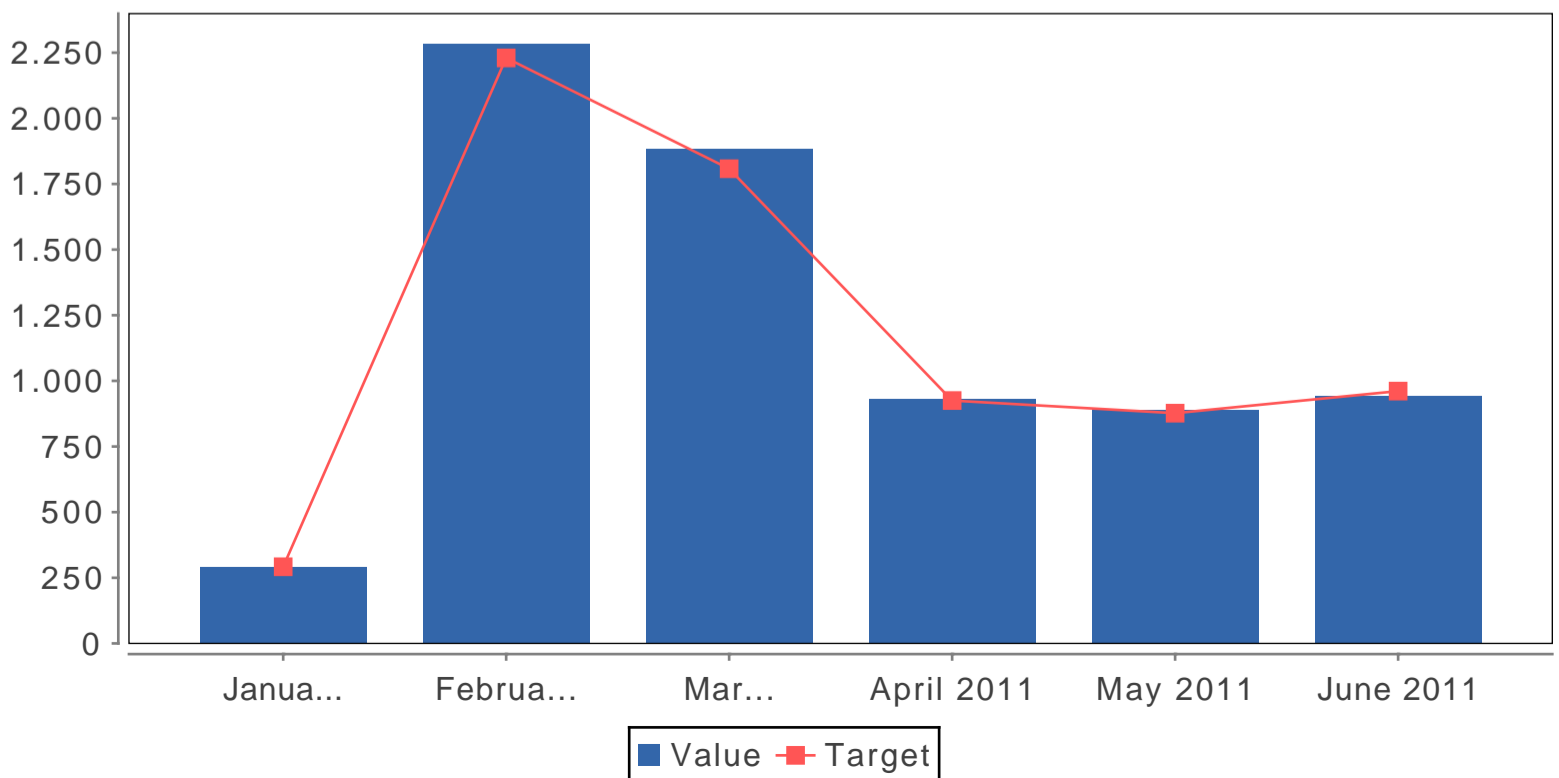
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
941.35	961.0	●	▼

History		
Period	Value	Target
January 2011	291.34	292.0
February 2011	2284.57	2230.0
March 2011	1883.42	1808.0
April 2011	930.98	925.0
May 2011	890.88	877.0
June 2011	941.35	961.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.1.1.2 Absenteeism



Description: Absenteeism metric

Format: ###.00%

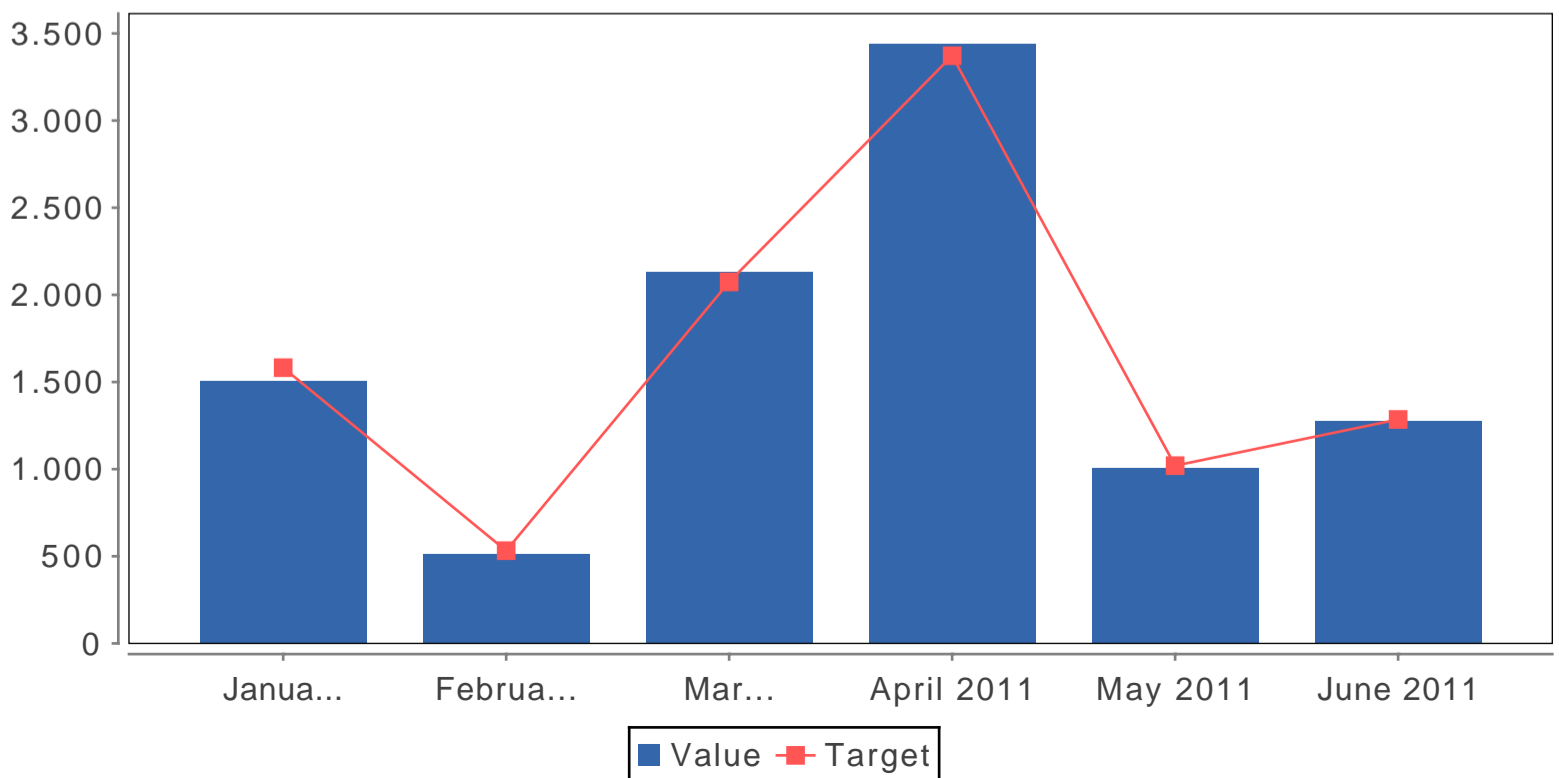
Aggregator: Sum

Tolerance: 0.6











Responsible: null

Current Value	Current Target	Status	Trend
1278.13	1285.0		

History		
Period	Value	Target
January 2011	1506.23	1582.0
February 2011	511.89	532.0
March 2011	2129.21	2074.0
April 2011	3441.65	3372.0
May 2011	1005.69	1020.0
June 2011	1278.13	1285.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.1.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Office ergonomics audit				80.33%	11-08-2010	30-11-2011
Revise employee attendance policies				84.1%	12-09-2010	08-10-2011
Safety launch				72.39%	12-09-2010	30-11-2011
Increase number of safety visits				68.14%	12-09-2010	01-11-2011
Enhance security service				62.42%	07-10-2010	30-11-2011

4.1.2.1 Office ergonomics audit

Description: Office ergonomics audit initiative

Start Date: 11-08-2010







End Date: 30-11-2011

Progress: 80.33%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Triage expenses related to audit results				77.67%	10-02-2011	20-08-2011
Schedule visits at all work sites				100%	11-08-2010	11-04-2011
Procure 3rd party ergonomic consultant by region				63.31%	05-11-2010	30-11-2011

4.1.2.2 Revise employee attendance policies

Description: Revise employee attendance policies initiative

Start Date: 12-09-2010

End Date: 08-10-2011

Progress: 84.1%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop centralized attendance policy outline		●	➤	92.43%	05-10-2010	27-07-2011
Build team of HR and line managers to review policies		●	➤	73.29%	12-09-2010	08-10-2011
Collect all employee policies regardless of location or unit		●	➤	86.58%	17-09-2010	20-08-2011

4.1.2.3 Safety launch

Description: Safety launch initiative

Start Date: 12-09-2010

End Date: 30-11-2011

Progress: 72.39%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Simplify safety audit documentation requirements		●	➤	87.39%	17-09-2010	20-08-2011

Revise safety audit schedule				72.63%	12-09-2010	08-10-2011
Develop mobile audit team				57.16%	01-03-2011	30-11-2011

4.1.2.4 Increase number os safety visits


Description: Increase number os safety visits initiative

Start Date: 12-09-2010







End Date: 01-11-2011

Progress: 68.14%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Revise safety audit schedule				55.75%	01-01-2011	01-11-2011
Develop mobile audit team				73.28%	12-09-2010	08-10-2011
Simplify safetu audit documentat ion requirements				75.4%	10-02-2011	20-08-2011

4.1.2.5 Enhance security service

Description: Enhance security service initiative

Start Date: 07-10-2010

End Date: 30-11-2011







Progress: 62.42%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date

Audit existing security services				55.19%	01-03-2011	30-11-2011
Develop risk team to prioritize services with maximum benefits				64.3%	07-10-2010	01-11-2011
Assess physical plants for security risks				67.78%	01-01-2011	30-09-2011

4.2 Attract & retain the most qualified employees





Description: Attract & retain the most qualified employees objective

Weight: 10

Status: 

Trend: 

4.2.1 Metrics:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Employee satisfaction	2567.89	2613.0		
Employee Turnover	2281.85	2346.0		

4.2.1.1 Employee satisfaction



Description: Employee satisfaction metric

Format: ###.00

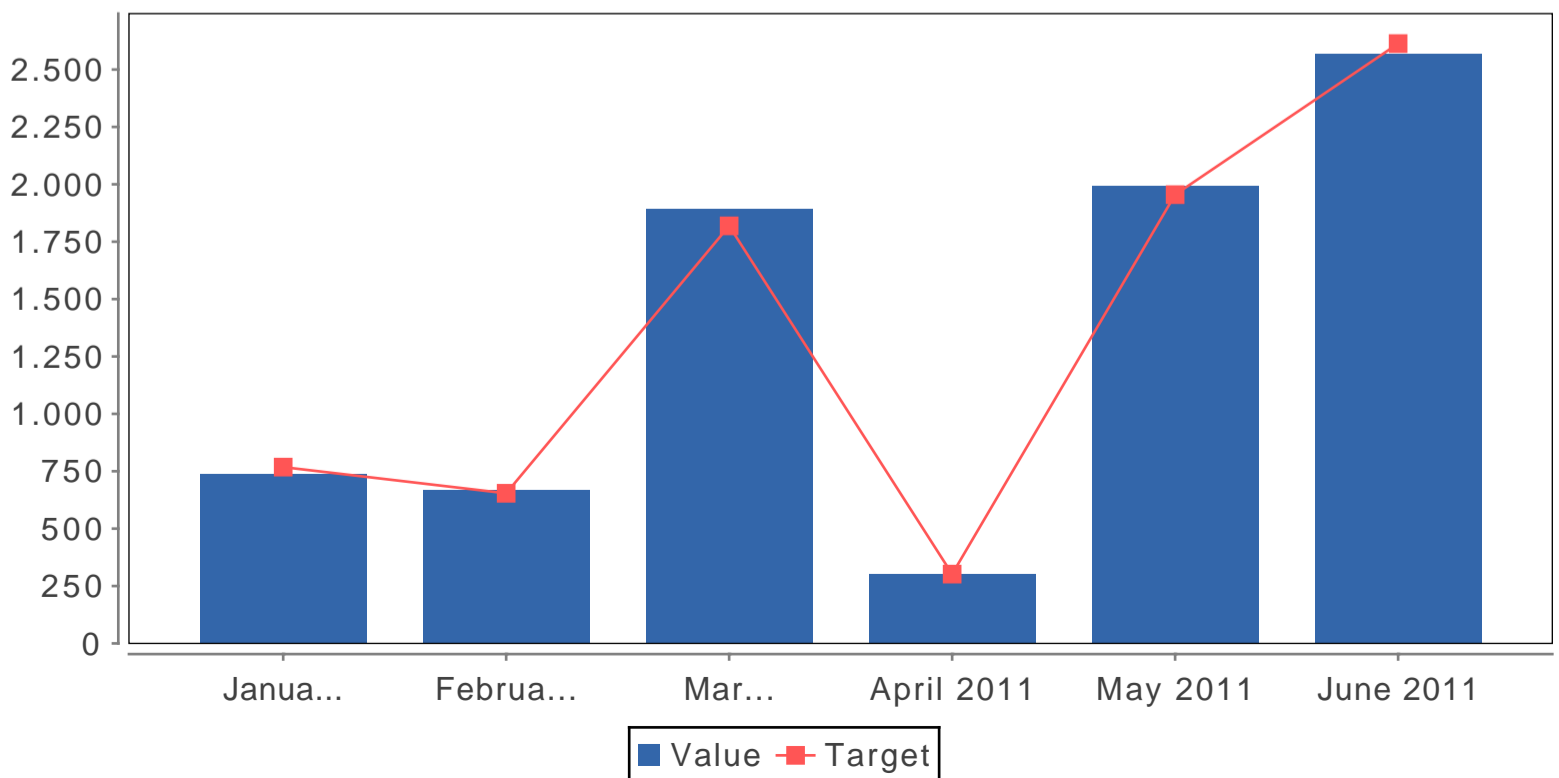
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
2567.89	2613.0		

History		
Period	Value	Target
January 2011	740.05	768.0
February 2011	669.6	654.0
March 2011	1891.94	1819.0
April 2011	303.22	302.0
May 2011	1994.71	1955.0
June 2011	2567.89	2613.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.2.1.2 Employee Turnover



Description: Employee turnover metric

Format: ###.00%

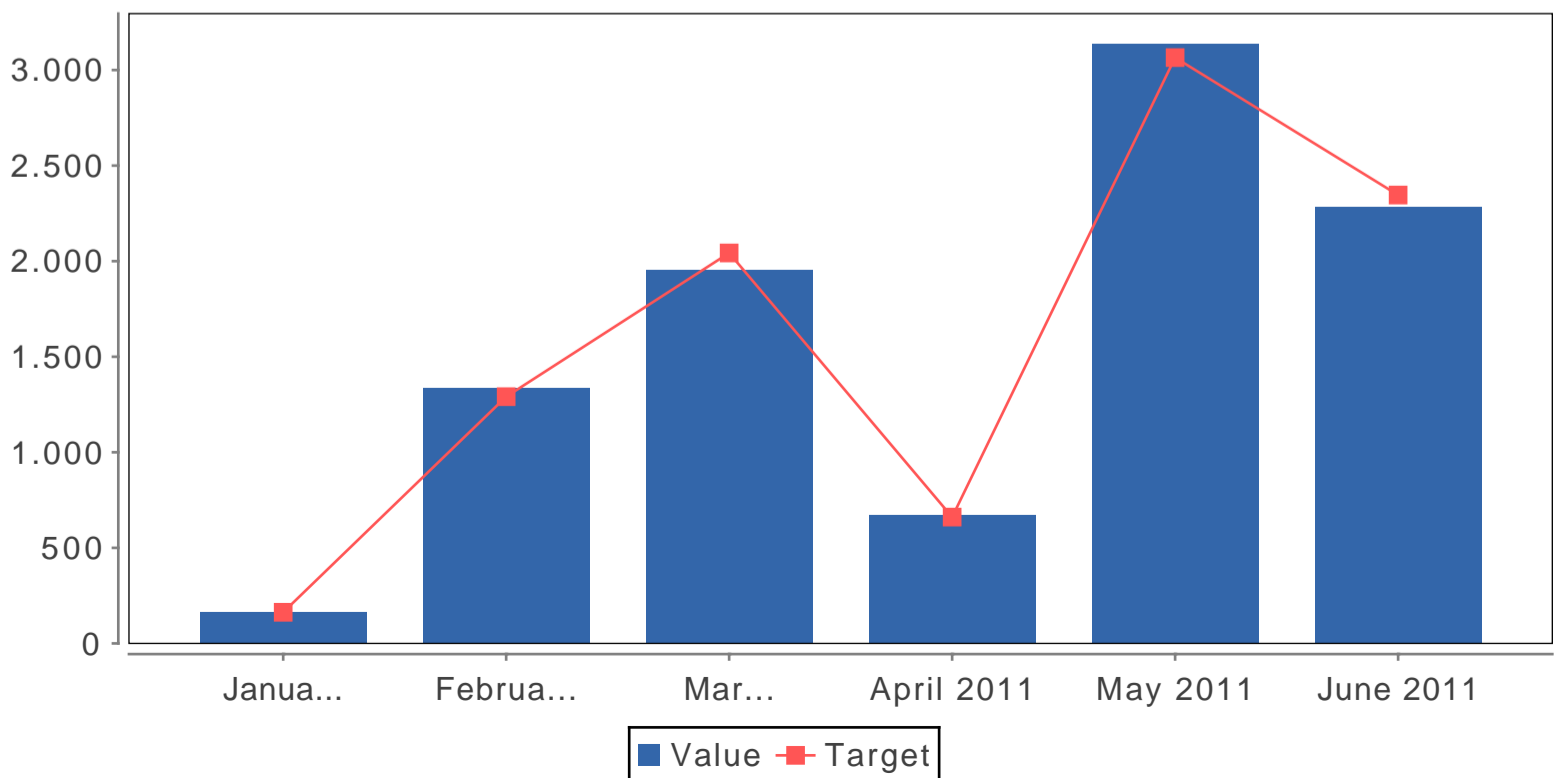
Aggregator: Sum

Tolerance: 0.2



Responsible: null

Current Value	Current Target	Status	Trend
2281.85	2346.0		

History		
Period	Value	Target
January 2011	164.41	163.0
February 2011	1337.17	1291.0
March 2011	1953.28	2043.0
April 2011	669.91	661.0
May 2011	3138.29	3065.0
June 2011	2281.85	2346.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.2.2 Initiatives:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Make arrangements for employee appreciation awards				82.26%	11-08-2010	30-11-2011

4.2.2.1 Make arrangements for employee appreciation awards

Description: Make arrangements for employee appreciation awards initiative

Start Date: 11-08-2010





End Date: 30-11-2011

Progress: 82.26%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop localized committees for recognizing employee excellence				100%	11-08-2010	11-04-2011
Schedule employee 'banquets' in all regions				64.52%	05-11-2010	30-11-2011

2 Metrics summary:

Metrics				
Metric	Current Value	Current Target	Status	Trend
Profit margin	2603.44	2667.0	●	▼
Expenses	1690.94	1742.0	●	▶
Revenue	1076.51	1071.0	●	▲
EBITDA	2740.2	2687.0	●	▶
Customer Loyalty Measure	748.91	742.0	●	▲
Customer Experience Composite	583.35	569.0	●	▲
Customer retention %	763.36	802.0	●	▶
Customer satisfaction	2446.75	2560.0	●	▶
Complaint rate	1610.17	1636.0	●	▶
Recalls	1483.79	1526.0	●	▶
Cycle time index	3844.08	3925.0	●	▼
Cost per Unit	1045.81	1068.0	●	▼
Incident reports	941.35	961.0	●	▼
Absenteeism	1278.13	1285.0	●	▶
Employee satisfaction	2567.89	2613.0	●	▼
Employee Turnover	2281.85	2346.0	●	▼

1 Financial

1.1 Increase profit margins

1.1.1 Profit margin



Description: Profit margin metric

Format: ###.00%

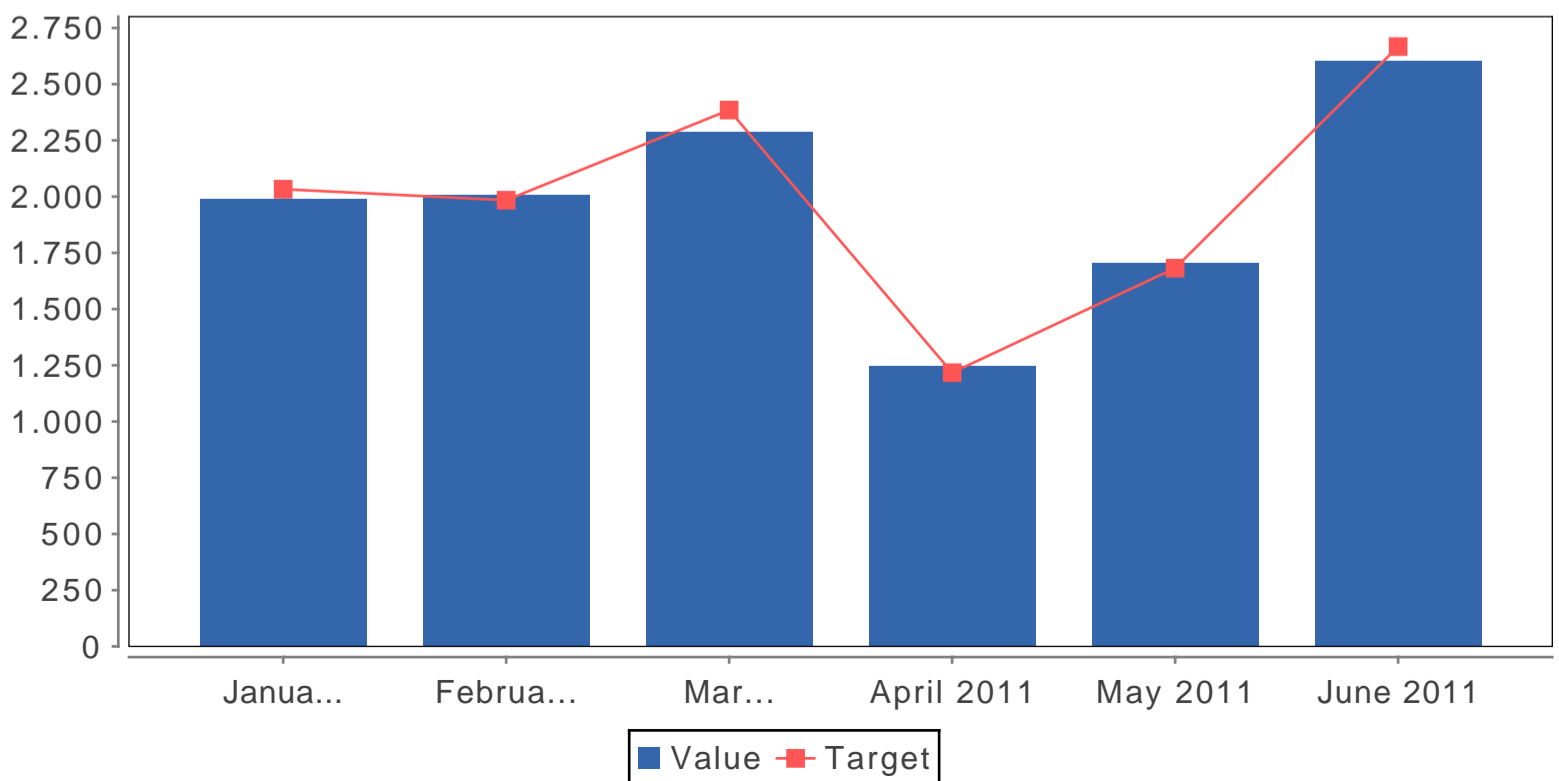
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
2603.44	2667.0		

History		
Period	Value	Target
January 2011	1990.19	2033.0
February 2011	2009.78	1984.0
March 2011	2289.86	2385.0
April 2011	1246.11	1217.0
May 2011	1703.42	1682.0
June 2011	2603.44	2667.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.1.2 Expenses



Description: Expenses metric

Format: ###.00mill

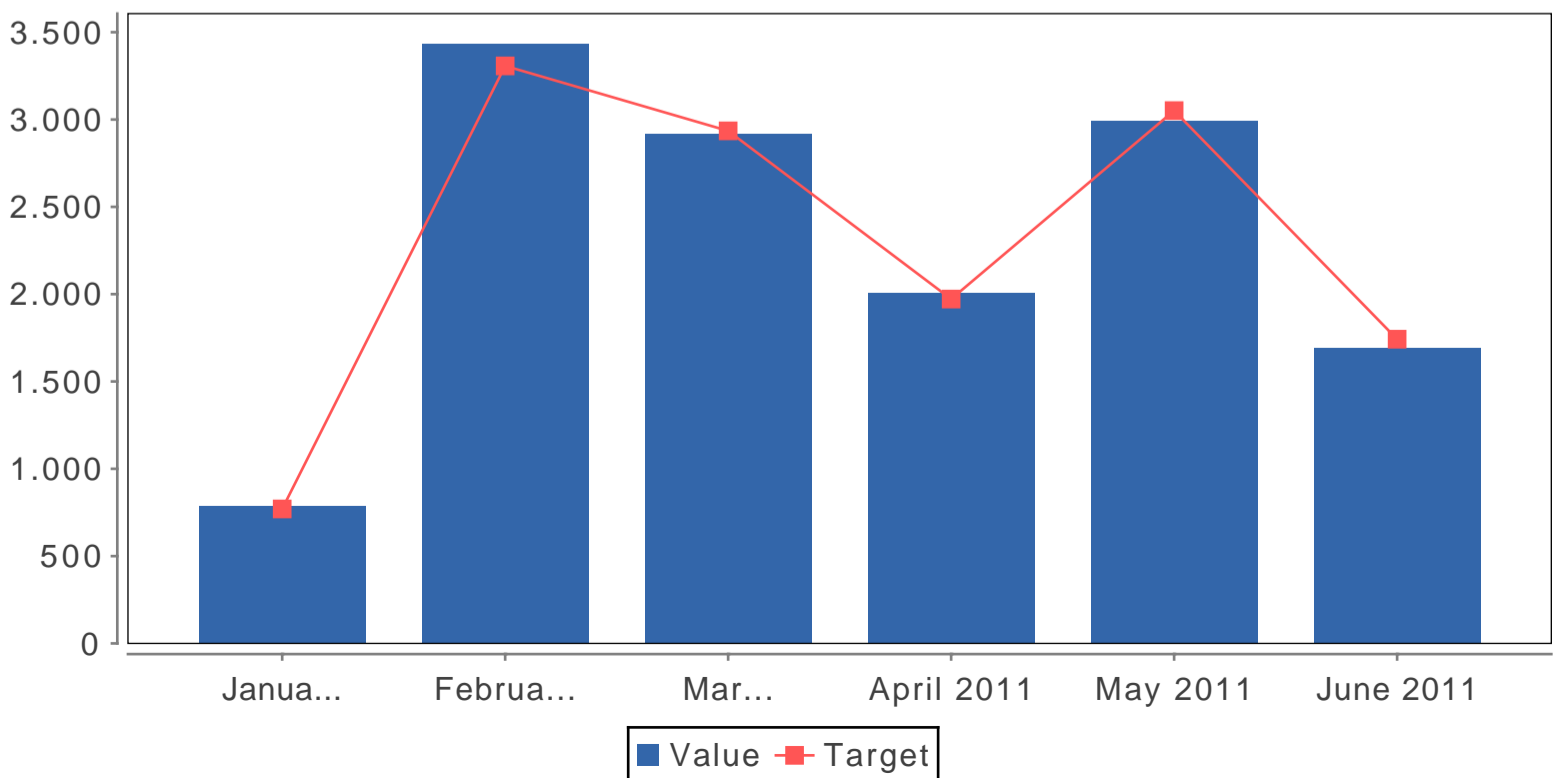
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1690.94	1742.0		

History		
Period	Value	Target
January 2011	785.81	770.0
February 2011	3434.77	3307.0
March 2011	2920.4	2935.0
April 2011	2010.18	1972.0
May 2011	2993.85	3051.0
June 2011	1690.94	1742.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.2 Grow revenue

1.2.1 Revenue



Description: Revenue metric

Format: ###.00mill

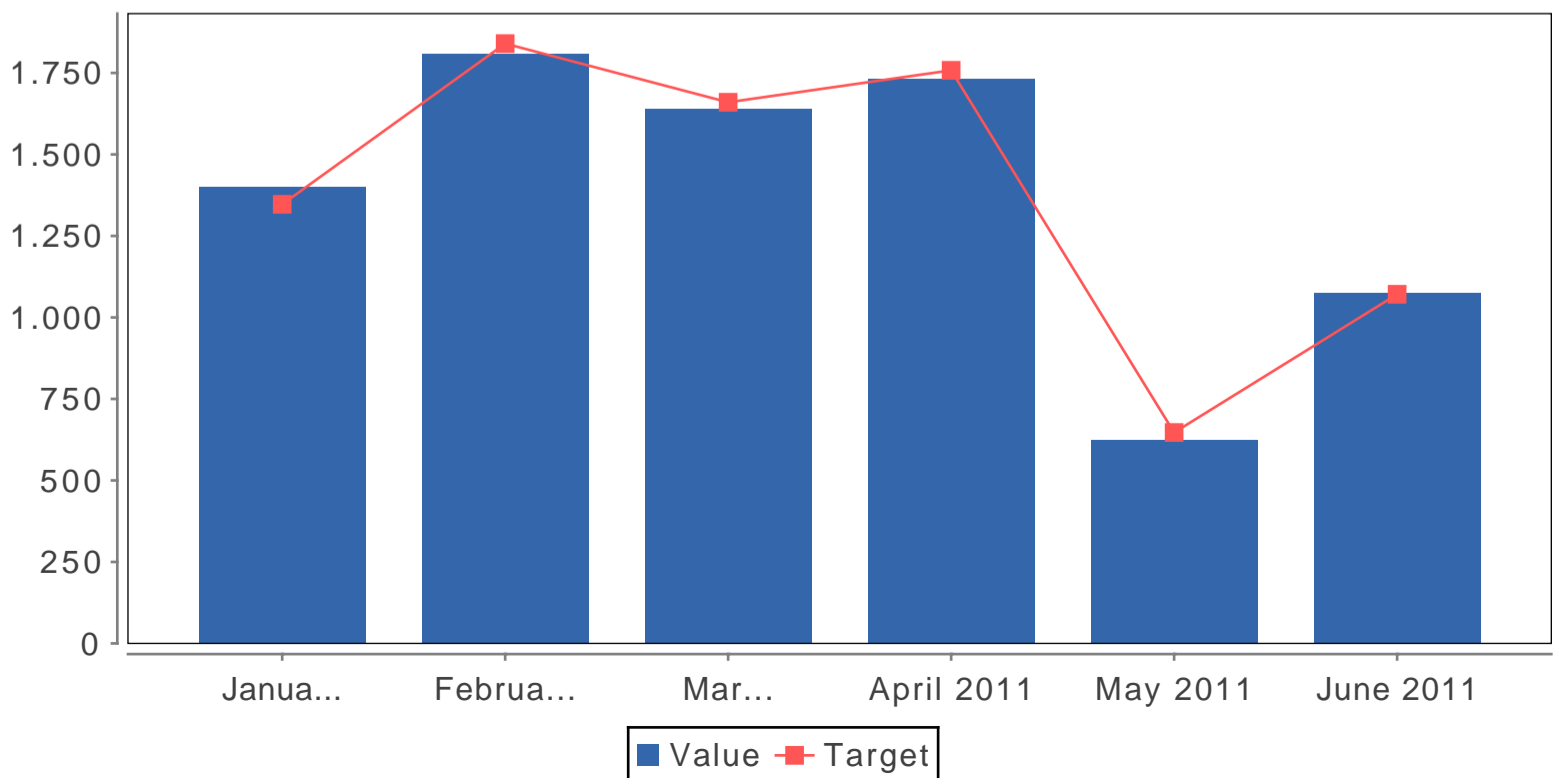
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
1076.51	1071.0		

History		
Period	Value	Target
January 2011	1401.48	1347.0
February 2011	1808.21	1840.0
March 2011	1641.16	1660.0
April 2011	1733.26	1758.0
May 2011	622.96	647.0
June 2011	1076.51	1071.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



1.2.2 EBITDA



Description: EBITDA metric

Format: ###.00mill

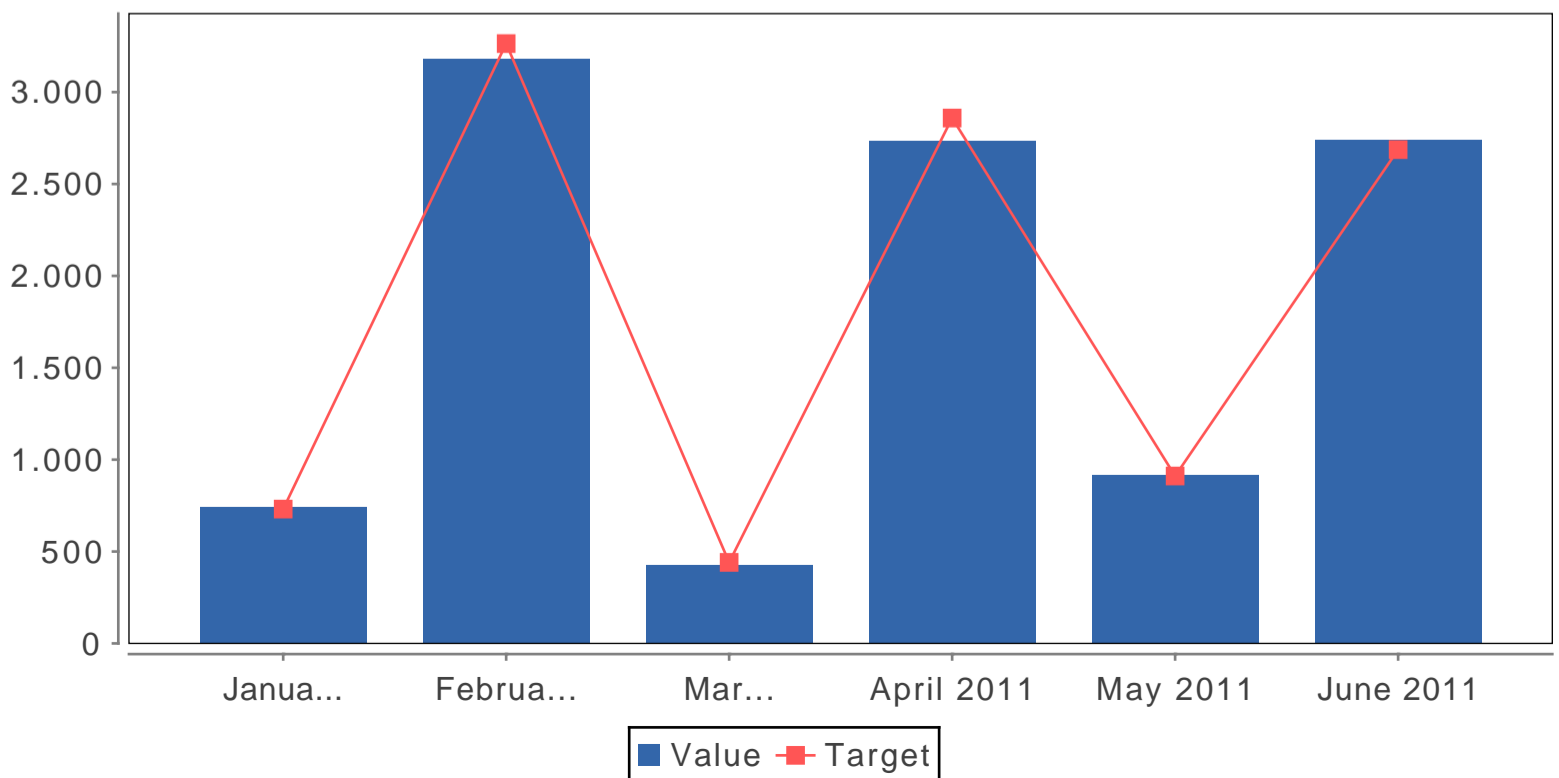
Aggregator: Sum

Tolerance: 0.2

Responsible: null

Current Value	Current Target	Status	Trend
2740.2	2687.0		

History		
Period	Value	Target
January 2011	742.52	731.0
February 2011	3179.03	3264.0
March 2011	425.0	441.0
April 2011	2735.98	2859.0
May 2011	918.19	911.0
June 2011	2740.2	2687.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2 Customer

2.1 Provide superior customer service

2.1.1 Customer Loyalty Measure



Description: Customer Loyalty Measure metric

Format: ###.00%

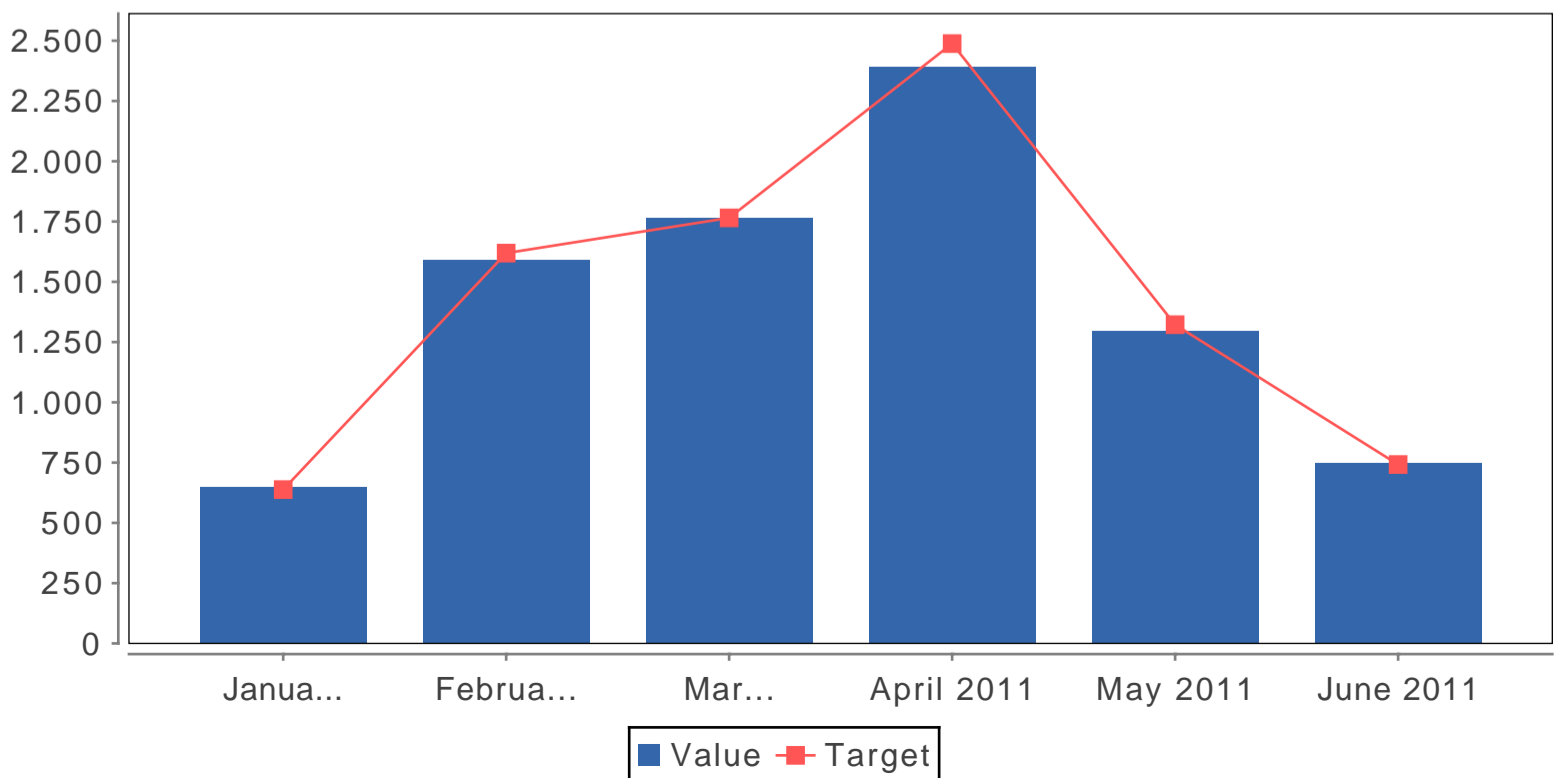
Aggregator: Sum

Tolerance: 0.2

Responsible: null

Current Value	Current Target	Status	Trend
748.91	742.0		

History		
Period	Value	Target
January 2011	650.93	638.0
February 2011	1590.6	1619.0
March 2011	1765.48	1765.0
April 2011	2392.51	2488.0
May 2011	1295.64	1322.0
June 2011	748.91	742.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.1.2 Customer Experience Composite



Description: Customer Experience Composite metric

Format: ###.00%

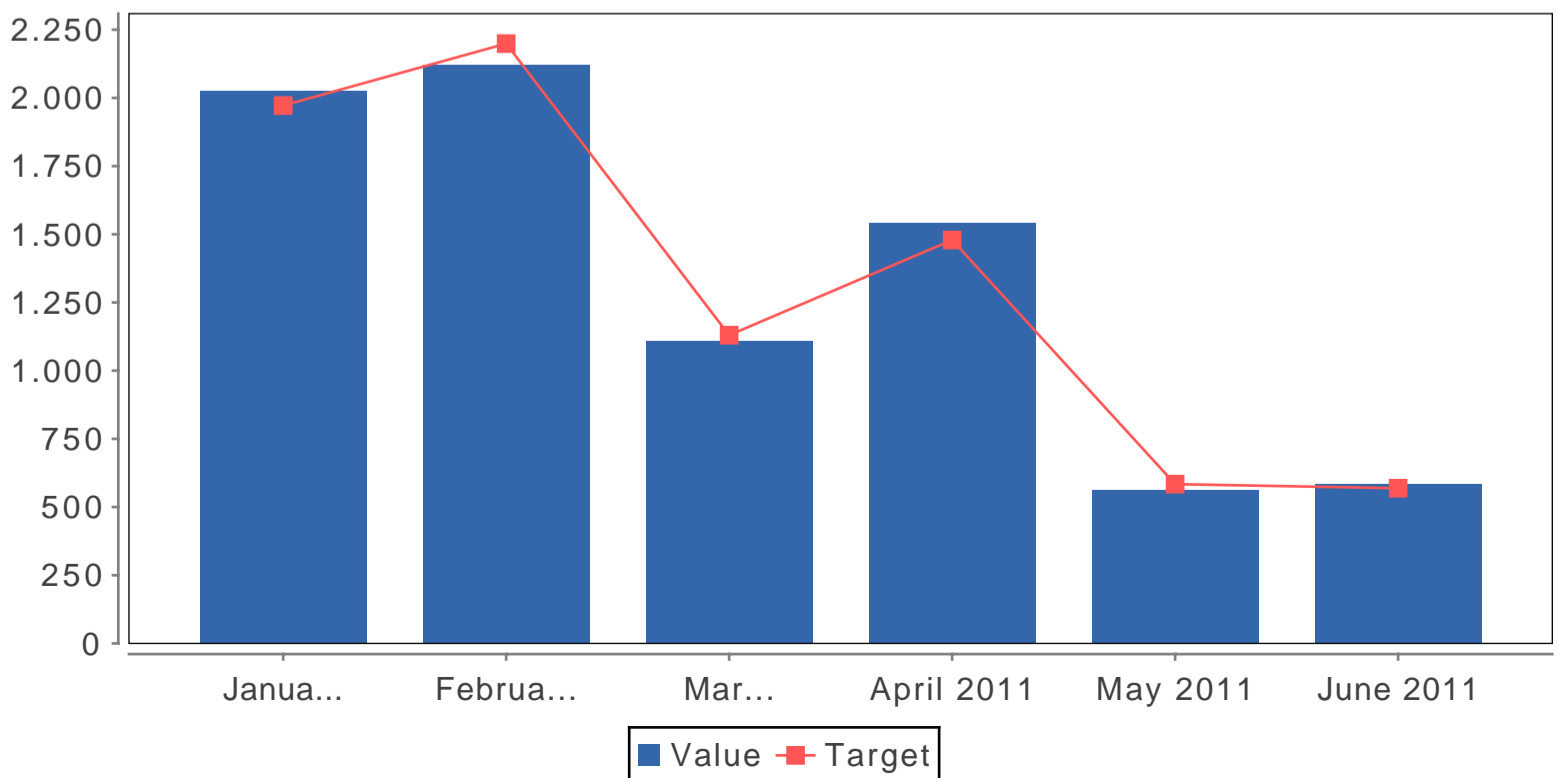
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
583.35	569.0		

History		
Period	Value	Target
January 2011	2026.03	1972.0
February 2011	2119.68	2199.0
March 2011	1107.99	1130.0
April 2011	1542.09	1479.0
May 2011	562.0	584.0
June 2011	583.35	569.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.2 Deliver the best value to consumers

2.2.1 Customer retention %



Description: Customer retention % metric

Format: ###.00%

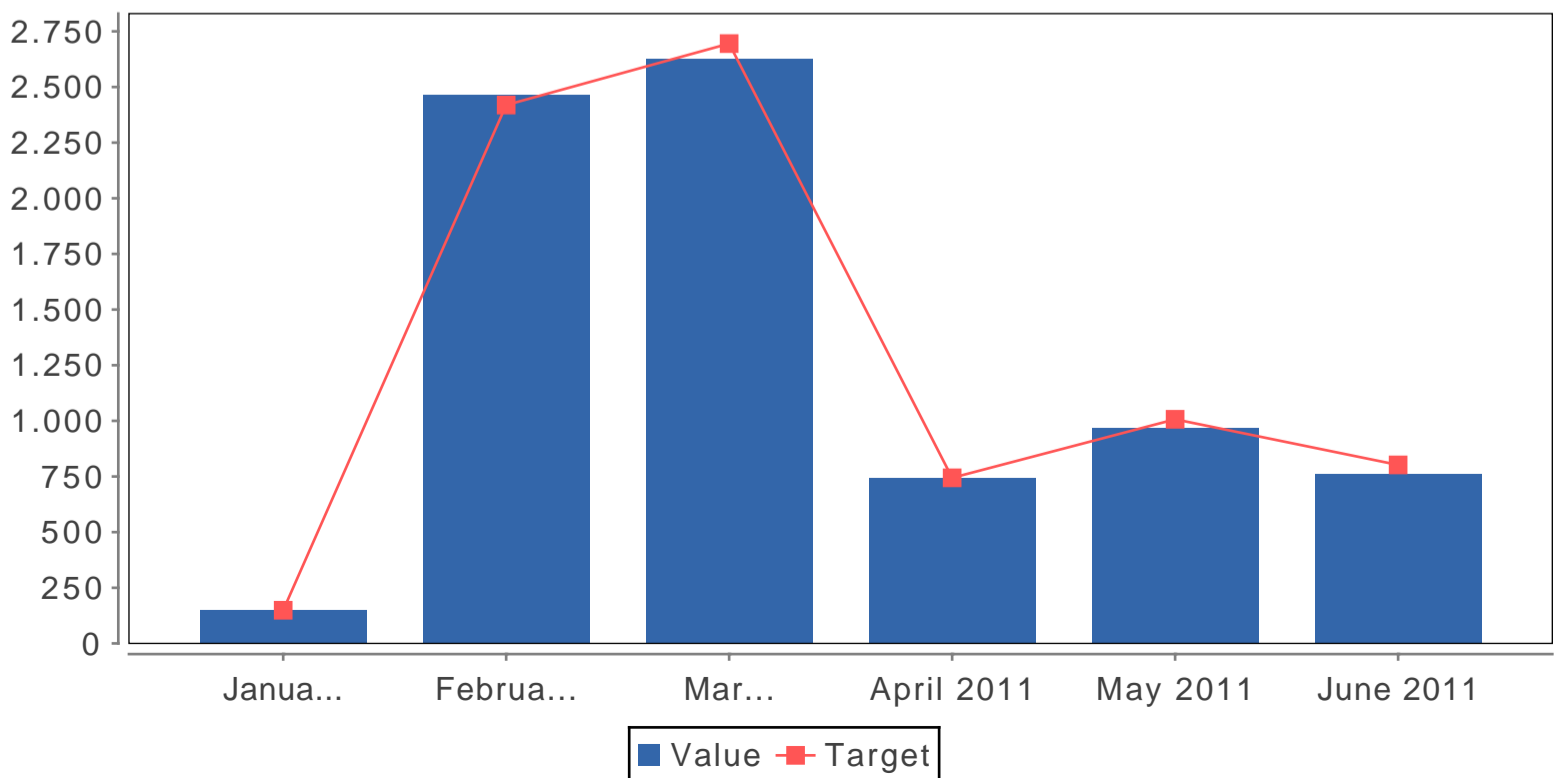
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
763.36	802.0		

History		
Period	Value	Target
January 2011	149.62	149.0
February 2011	2464.27	2419.0
March 2011	2625.54	2695.0
April 2011	743.58	744.0
May 2011	969.6	1007.0
June 2011	763.36	802.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



2.2.2 Customer satisfaction



Description: Customer satisfaction metric

Format: ###.00

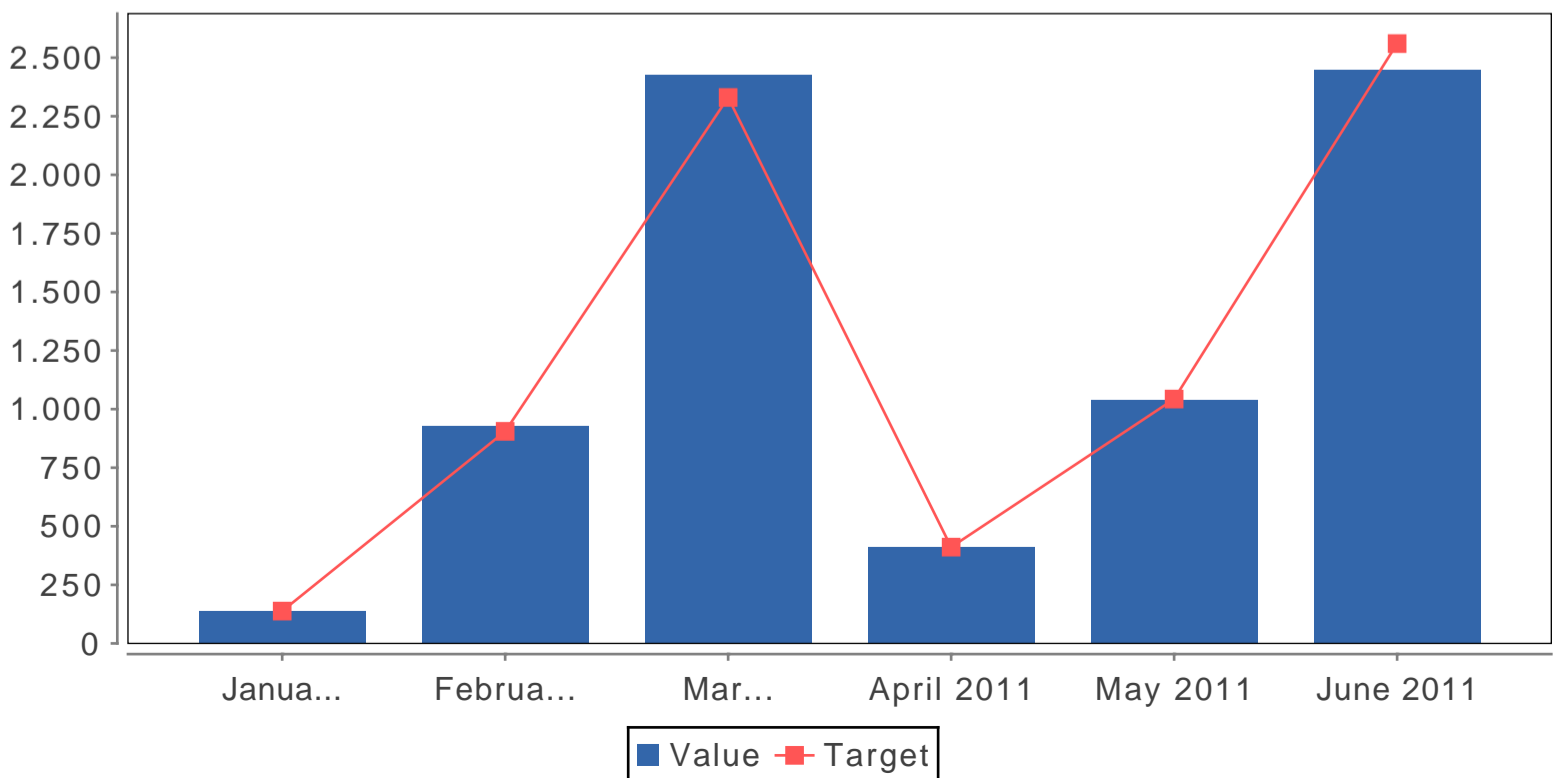
Aggregator: Sum

Tolerance: 0.2

Responsible: null

Current Value	Current Target	Status	Trend
2446.75	2560.0		

History		
Period	Value	Target
January 2011	137.61	138.0
February 2011	928.19	905.0
March 2011	2425.97	2330.0
April 2011	412.96	411.0
May 2011	1038.97	1043.0
June 2011	2446.75	2560.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3 Internal Processes

3.1 Foster environment promoting continuous improvement

3.1.1 Complaint rate



Description: Complaint rate metric

Format: ###.00

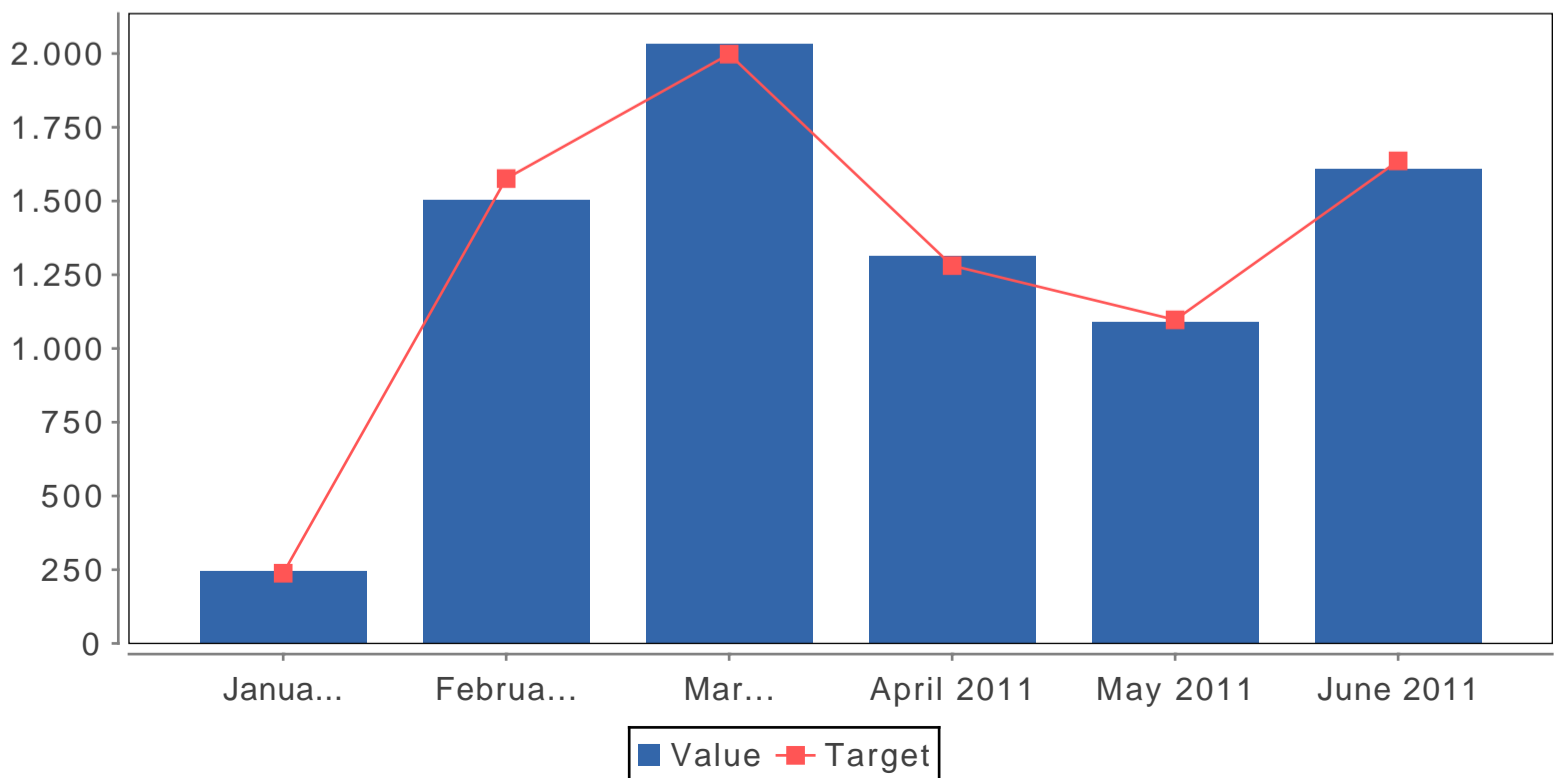
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1610.17	1636.0		

History		
Period	Value	Target
January 2011	246.04	238.0
February 2011	1505.07	1576.0
March 2011	2033.74	1998.0
April 2011	1315.4	1281.0
May 2011	1088.83	1097.0
June 2011	1610.17	1636.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.1.2 Recalls



Description: Recalls metric

Format: ###.00

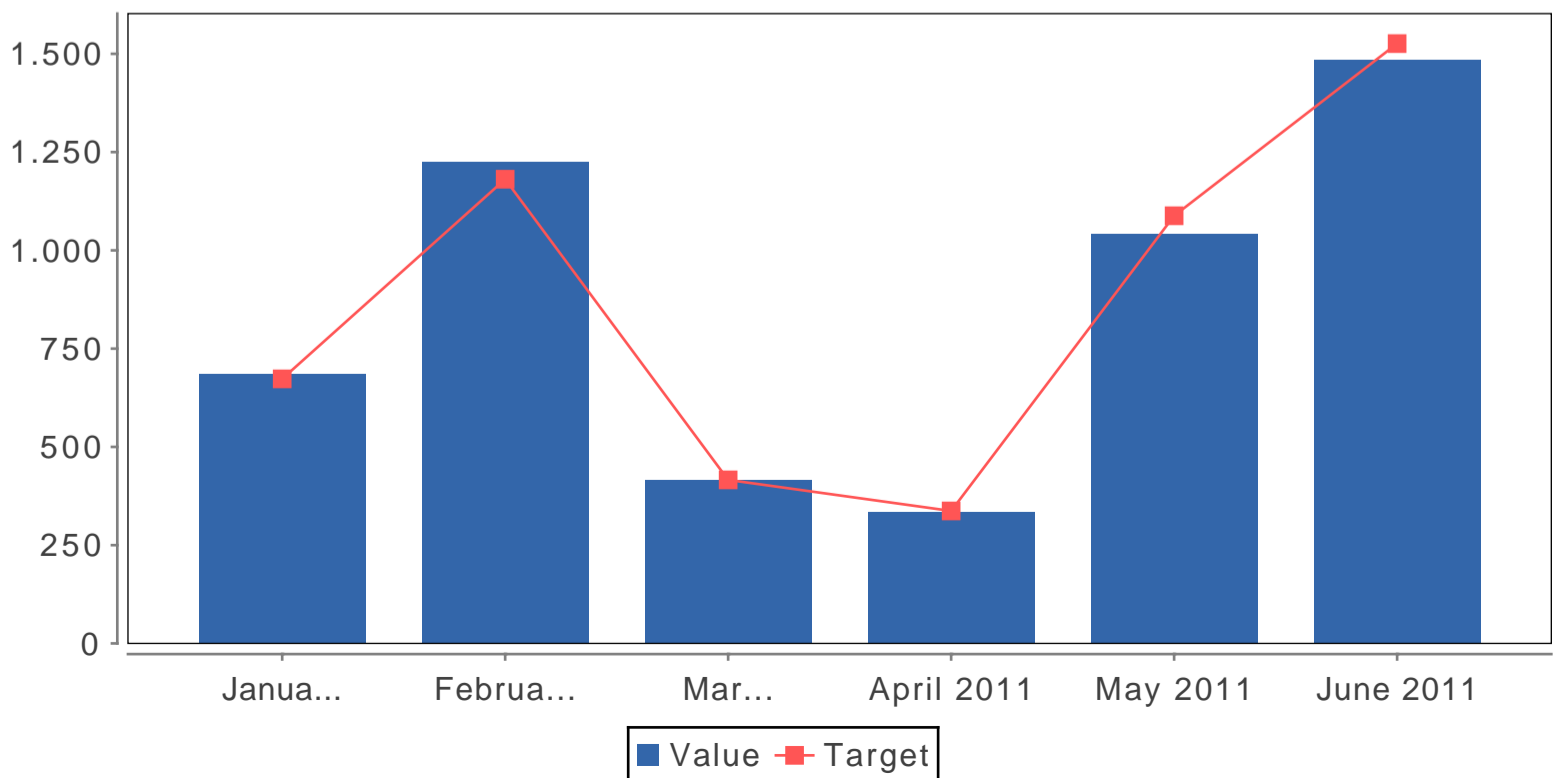
Aggregator: Sum

Tolerance: 0.2

Responsible: null

Current Value	Current Target	Status	Trend
1483.79	1526.0		

History		
Period	Value	Target
January 2011	686.25	673.0
February 2011	1224.32	1181.0
March 2011	416.91	416.0
April 2011	335.09	337.0
May 2011	1041.29	1088.0
June 2011	1483.79	1526.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.2 Enhance efficiency of operations

3.2.1 Cycle time index



Description: Cycle time index metric

Format: ###.00%

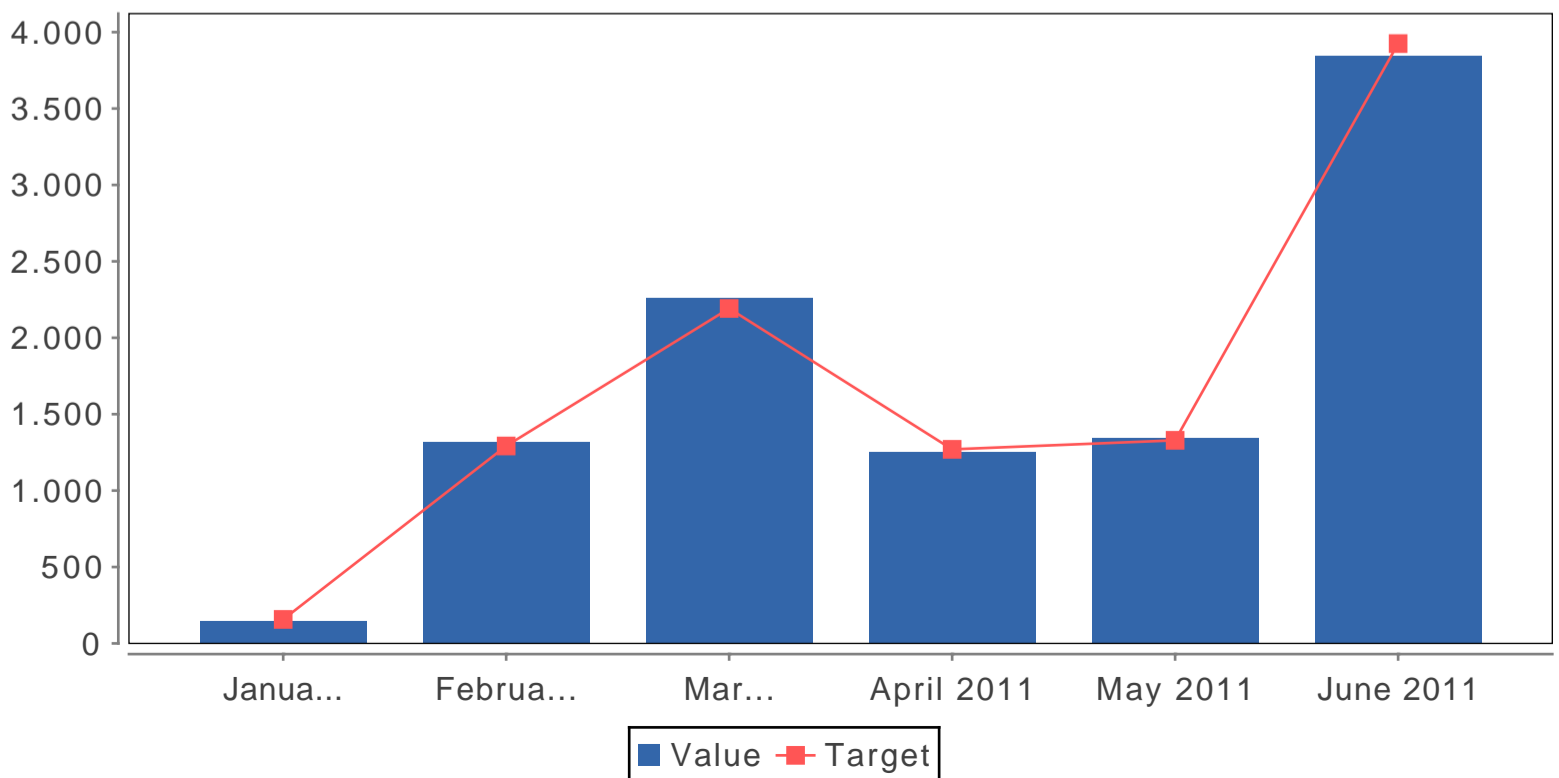
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
3844.08	3925.0		

History		
Period	Value	Target
January 2011	149.76	157.0
February 2011	1317.96	1292.0
March 2011	2260.79	2192.0
April 2011	1255.67	1270.0
May 2011	1347.15	1329.0
June 2011	3844.08	3925.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3.2.2 Cost per Unit



Description: Cost per Unit metric

Format: ###.00\$

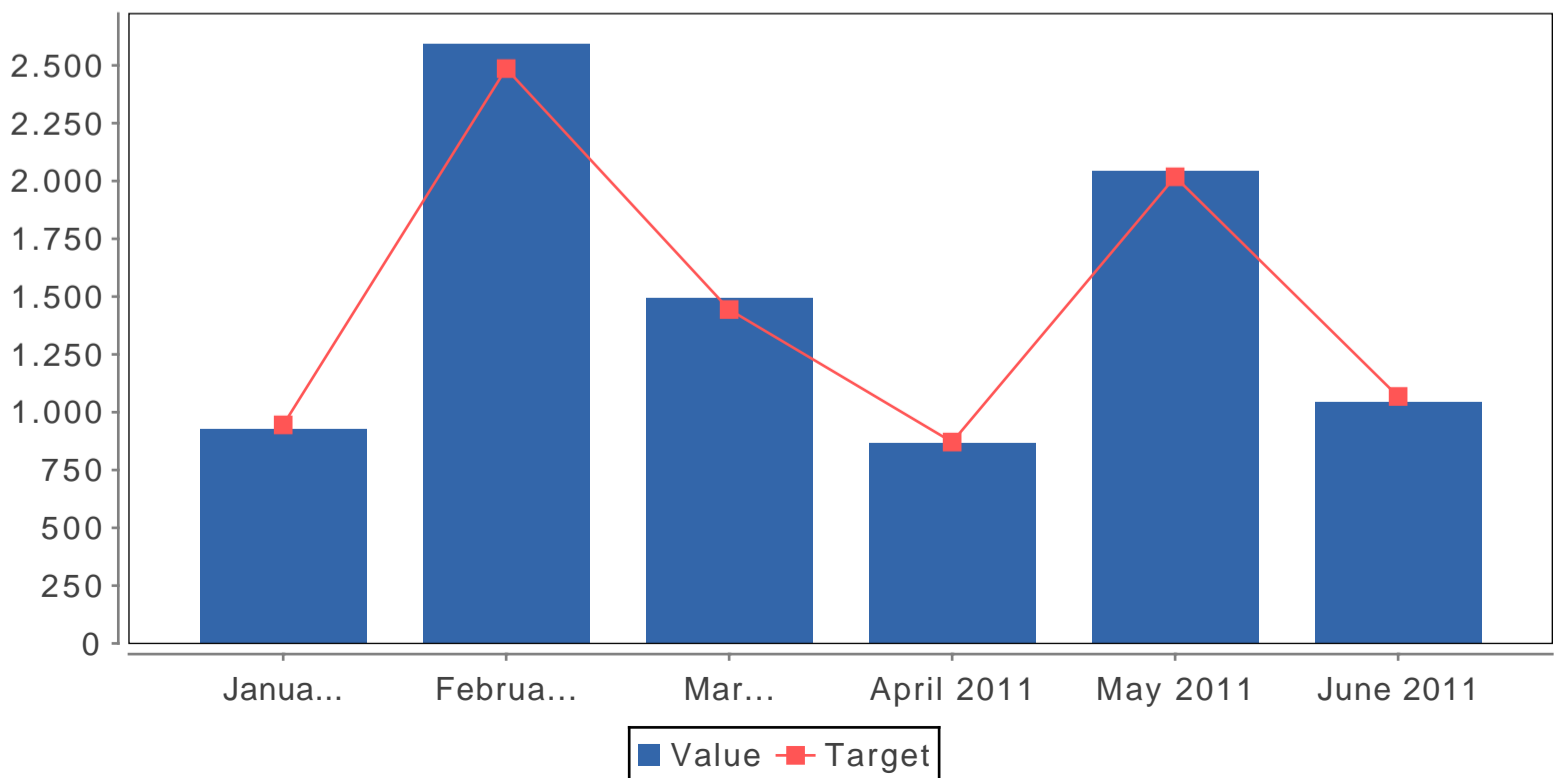
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1045.81	1068.0		

History		
Period	Value	Target
January 2011	927.38	945.0
February 2011	2594.13	2486.0
March 2011	1495.71	1444.0
April 2011	868.73	871.0
May 2011	2045.4	2018.0
June 2011	1045.81	1068.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4 Learning and Growth

4.1 Maintain a safe and productive workplace

4.1.1 Incident reports



Description: Incident reports metric

Format: ###.00

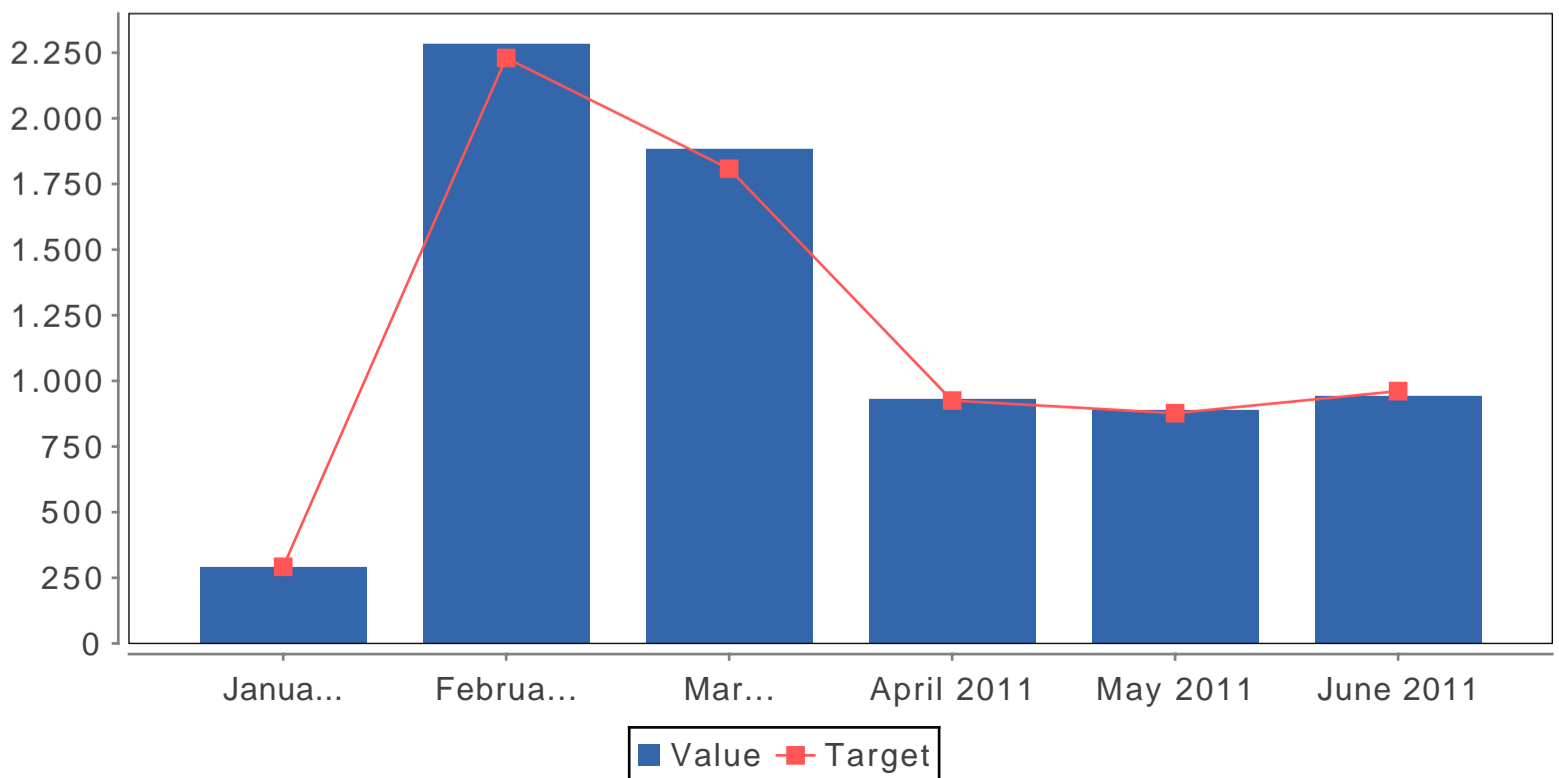
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
941.35	961.0		

History		
Period	Value	Target
January 2011	291.34	292.0
February 2011	2284.57	2230.0
March 2011	1883.42	1808.0
April 2011	930.98	925.0
May 2011	890.88	877.0
June 2011	941.35	961.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.1.2 Absenteeism



Description: Absenteeism metric

Format: ###.00%

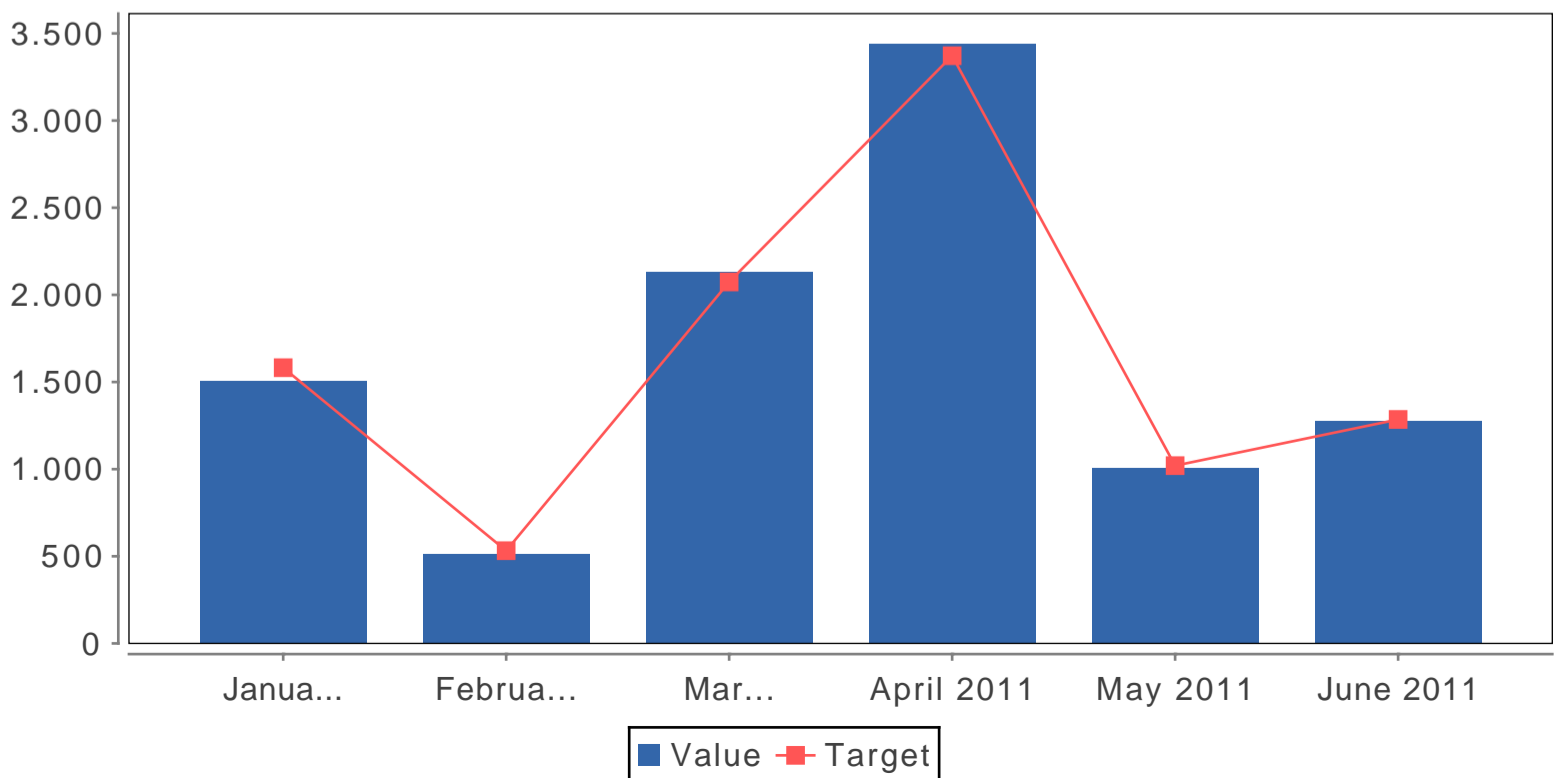
Aggregator: Sum

Tolerance: 0.6

Responsible: null

Current Value	Current Target	Status	Trend
1278.13	1285.0		

History		
Period	Value	Target
January 2011	1506.23	1582.0
February 2011	511.89	532.0
March 2011	2129.21	2074.0
April 2011	3441.65	3372.0
May 2011	1005.69	1020.0
June 2011	1278.13	1285.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.2 Attract & retain the most qualified employees

4.2.1 Employee satisfaction



Description: Employee satisfaction metric

Format: ###.00

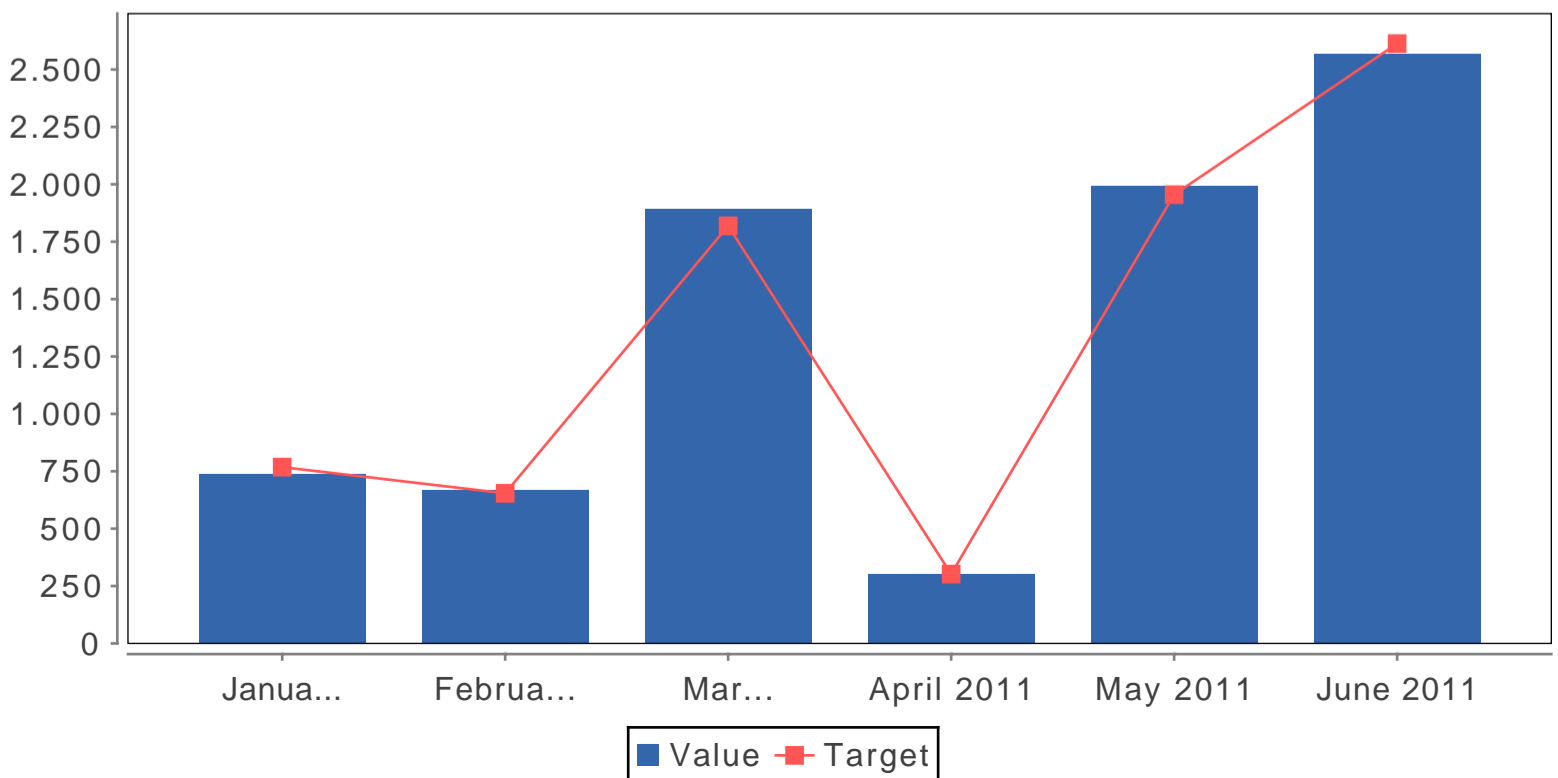
Aggregator: Sum

Tolerance: 1.2

Responsible: null

Current Value	Current Target	Status	Trend
2567.89	2613.0		

History		
Period	Value	Target
January 2011	740.05	768.0
February 2011	669.6	654.0
March 2011	1891.94	1819.0
April 2011	303.22	302.0
May 2011	1994.71	1955.0
June 2011	2567.89	2613.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



4.2.2 Employee Turnover



Description: Employee turnover metric

Format: ###.00%

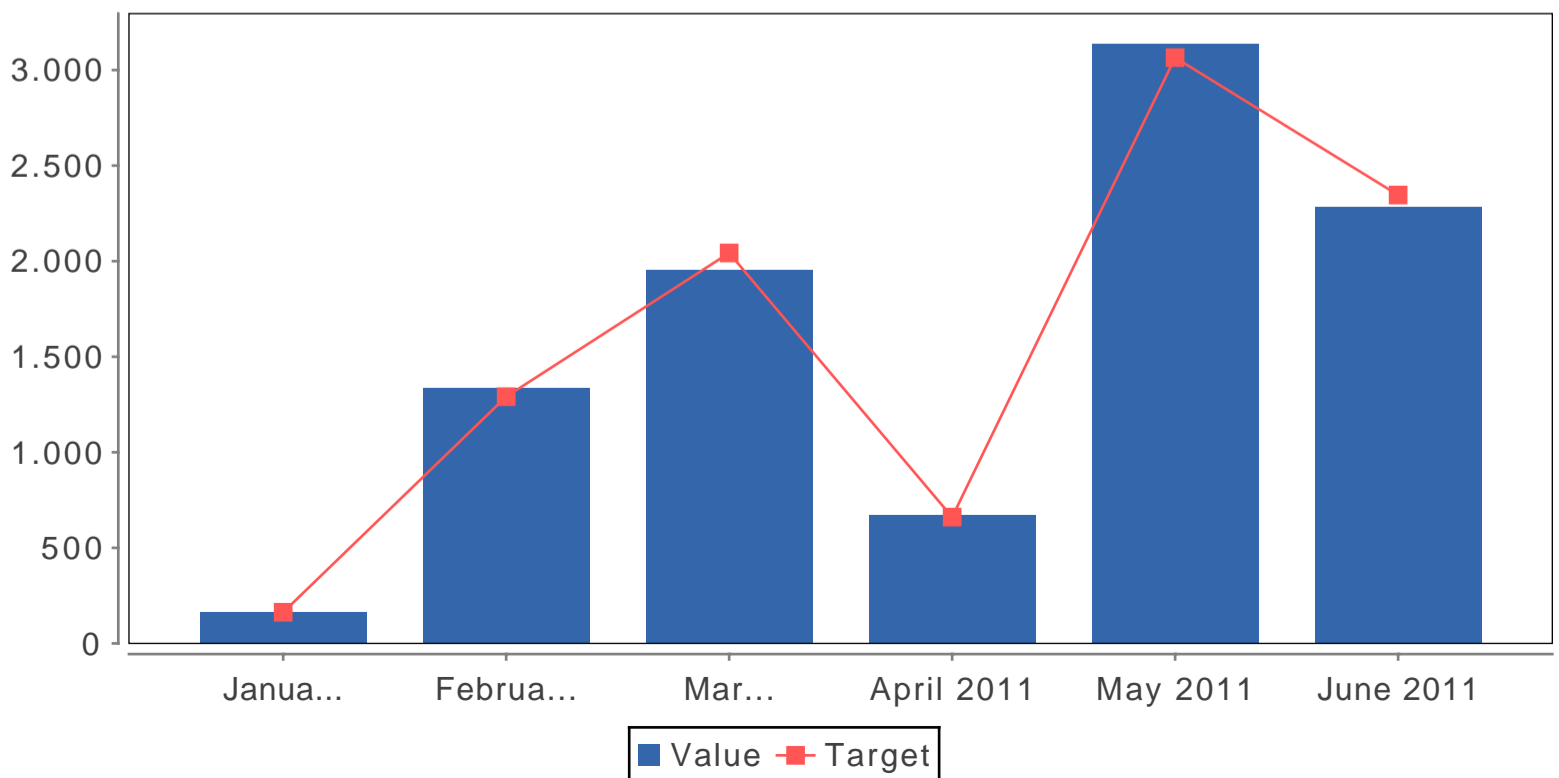
Aggregator: Sum

Tolerance: 0.2

Responsible: null



















Current Value	Current Target	Status	Trend
2281.85	2346.0		

History		
Period	Value	Target
January 2011	164.41	163.0
February 2011	1337.17	1291.0
March 2011	1953.28	2043.0
April 2011	669.91	661.0
May 2011	3138.29	3065.0
June 2011	2281.85	2346.0
July 2011		
August 2011		
September 2011		
October 2011		
November 2011		
December 2011		



3 Initiatives summary:

Initiatives						
Initiative	Responsible	Status	Trend	Progress	Start Date	End Date
Reduce maintenance costs		●	➤	69.92%	05-11-2010	30-11-2011
Conduct asset condition survey		●	➤	61.99%	01-01-2011	30-11-2011
Develop and implement a plan to improve planning processes		●	➤	79.34%	07-10-2010	01-11-2011
Provide new services		●	➤	83.81%	12-09-2010	08-10-2011
Build business case and secure capital funding		●	➤	83.64%	01-09-2010	01-11-2011
Plan completion for ensuring full successful implementation of ERP		●	➤	100%	11-08-2010	11-04-2011
Reduce the number of customer complaints		●	➤	69.38%	11-08-2010	30-11-2011
Provide customers with a range of electronic payment options		●	➤	70.42%	17-09-2010	30-11-2011
Improve reliability of service		●	➤	73.52%	12-09-2010	01-11-2011
Establish & implement pricing structure for products & ancillary services		●	➤	72.6%	17-09-2010	01-11-2011

Increase the influence of customer's views in development				83.48%	12-09-2010	08-10-2011
Plan implementation for improvement of internal communications				64.81%	07-10-2010	30-11-2011
Plan completion for implementing SLAs				83.4%	12-09-2010	08-10-2011
Office ergonomics audit				80.33%	11-08-2010	30-11-2011
Revise employee attendance policies				84.1%	12-09-2010	08-10-2011
Safety launch				72.39%	12-09-2010	30-11-2011
Increase number of safety visits				68.14%	12-09-2010	01-11-2011
Enhance security service				62.42%	07-10-2010	30-11-2011
Make arrangements for employee appreciation awards				82.26%	11-08-2010	30-11-2011

1 Financial

1.1 Increase profit margins

1.1.1 Reduce maintenance costs

Description: Reduce maintenance costs initiative

Start Date: 05-11-2010

End Date: 30-11-2011

Progress: 69.92%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Assess impact of leasing equipment when possible		●	➤	63%	05-11-2010	30-11-2011
'Retire' high maintenance equipment		●	➤	76.84%	10-02-2011	20-08-2011

1.1.2 Conduct asset condition survey

Description: Conduct asset condition survey initiative

Start Date: 01-01-2011

End Date: 30-11-2011





Progress: 61.99%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date

Document practices involved with asset surveys				54.99%	01-03-2011	30-11-2011
Develop asset teams by work zone				69%	01-01-2011	30-09-2011

1.2 Grow revenue

1.2.1 Develop and implement a plan to improve planning processes


Description: Develop and implement a plan to improve planning processes initiative

Start Date: 07-10-2010





End Date: 01-11-2011

Progress: 79.34%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Leverage ERP functionality more fully				93.14%	05-11-2010	27-07-2011
Utilize and track strategy expenditures better				65.54%	07-10-2010	01-11-2011

1.2.2 Provide new services

Description: Provide new services initiative

Start Date: 12-09-2010

End Date: 08-10-2011

Progress: 83.81%

Responsible: null

Status: 

Trend: 

Tasks

Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop solutions-based approach for all services		●	➤	73.44%	12-09-2010	08-10-2011
Provide multi-tier system to capture entry-level to advanced-use customers		●	➤	94.18%	05-10-2010	27-07-2011

1.2.3 Build business case and secure capital funding

Description: Build business case and secure capital funding initiative

Start Date: 01-09-2010

End Date: 01-11-2011

Progress: 83.64%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop steering committee and local advisory boards		●	➤	100%	14-11-2010	11-04-2011
Restructure company debt		●	➤	67.28%	01-09-2010	01-11-2011

1.2.4 Plan completion for ensuring full successful implementation of ERP

Description: Plan completion for ensuring full successful implementation of ERP initiative

Start Date: 11-08-2010



End Date: 11-04-2011

Progress: 100%

Responsible: null

Status: ●

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop internal training curriculum				100%	11-08-2010	11-04-2011

2 Customer

2.1 Provide superior customer service

2.1.1 Reduce the number of customer complaints

Description: Reduce the number of customer complaints initiative

Start Date: 11-08-2010









End Date: 30-11-2011

Progress: 69.38%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Link CRM to service desk to notify account managers of issues				65.09%	07-10-2010	01-11-2011
Revise criteria for closing active customer cases				50%	10-02-2011	20-08-2011
Develop daily dashboards of reported customer issues				100%	11-08-2010	11-04-2011
Centralize customer service IT systems				62.42%	05-11-2010	30-11-2011

2.1.2 Provide customers with a range of electronic payment options

Description: Provide customers with a range of electronic payment options initiative

Start Date: 17-09-2010

End Date: 30-11-2011

Progress: 70.42%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop new incentive system to promote customer use of new systems		●	➤	85.47%	17-09-2010	20-08-2011
Train all customer-facing employees to communicate new options with customers		●	➤	56.85%	01-03-2011	30-11-2011
Procure new IT system for collection payment		●	➤	68.95%	01-01-2011	30-09-2011

2.2 Deliver the best value to consumers

2.2.1 Improve reliability of service

Description: Improve reliability of service initiative

Start Date: 12-09-2010

End Date: 01-11-2011

Progress: 73.52%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Update business continuity and emergency plans on a quarterly basis		●	➤	56.17%	01-01-2011	01-11-2011
Develop 'drills' and simulations as part of on-going training		●	➤	73.39%	12-09-2010	08-10-2011
Build in redundancy in 80% of critical processes		●	➤	90.99%	05-10-2010	27-07-2011

2.2.2 Establish & implement pricing structure for products & ancillary services

Description: Establish & implement pricing structure for products & ancillary services initiative

Start Date: 17-09-2010

End Date: 01-11-2011

Progress: 72.6%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop new pricing guidelines		●	➤	84.81%	17-09-2010	20-08-2011
Develop task force with sales and marketing resources		●	➤	77.17%	10-02-2011	20-08-2011
Consolidate all pricing data form all products and services		●	➤	55.81%	01-01-2011	01-11-2011

2.2.3 Increase the influence of customer's views in development

Description: Increase the influence of customer's views in development initiative

Start Date: 12-09-2010

End Date: 08-10-2011

Progress: 83.48%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Train account managers in new practices		●	➤	74.81%	12-09-2010	08-10-2011
Develop incentive program for customer participation in focus groups		●	➤	84.44%	17-09-2010	20-08-2011
Integrate customer involvement with customer satisfaction practices		●	➤	91.19%	05-10-2010	27-07-2011

3 Internal Processes

3.1 Foster environment promoting continuous improvement

3.1.1 Plan implementation for improvement of internal communications

Description: Plan implementation for improvement of internal communications initiative

Start Date: 07-10-2010











End Date: 30-11-2011

Progress: 64.81%

Responsible: null

Status: ●

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Secure 50 hours consulting from existing contractor				56.52%	01-01-2011	01-11-2011
Identify communications gaps in present system				57.04%	01-03-2011	30-11-2011
Develop plan to address communications gaps				65.22%	07-10-2010	01-11-2011
Secure budget for plan completion by end of 2012				67.01%	01-01-2011	30-09-2011
Draft requirement for 3rd party consultant				78.26%	10-02-2011	20-08-2011

3.2 Enhance efficiency of operations

3.2.1 Plan completion for implementing SLAs

Description: Plan completion for implementing SLAs initiative

Start Date: 12-09-2010



End Date: 08-10-2011



Progress: 83.4%

Responsible: null

 Status: 

 Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Identify key vendors for SLAs				73.41%	12-09-2010	08-10-2011

Develop standardized contract template for reporting SLAs				93.39%	05-10-2010	27-07-2011
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4 Learning and Growth

4.1 Maintain a safe and productive workplace

4.1.1 Office ergonomics audit

Description: Office ergonomics audit initiative

Start Date: 11-08-2010







End Date: 30-11-2011

Progress: 80.33%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Triage expenses related to audit results				77.67%	10-02-2011	20-08-2011
Schedule visits at all work sites				100%	11-08-2010	11-04-2011
Procure 3rd party ergonomic consultant by region				63.31%	05-11-2010	30-11-2011

4.1.2 Revise employee attendance policies

Description: Revise employee attendance policies initiative

Start Date: 12-09-2010

End Date: 08-10-2011

Progress: 84.1%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop centralized attendance policy outline		●	➤	92.43%	05-10-2010	27-07-2011
Build team of HR and line managers to review policies		●	➤	73.29%	12-09-2010	08-10-2011
Collect all employee policies regardless of location or unit		●	➤	86.58%	17-09-2010	20-08-2011

4.1.3 Safety launch

Description: Safety launch initiative

Start Date: 12-09-2010

End Date: 30-11-2011

Progress: 72.39%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Simplify safety audit documentation requirements		●	➤	87.39%	17-09-2010	20-08-2011
Revise safety audit schedule		●	➤	72.63%	12-09-2010	08-10-2011
Develop mobile audit team		●	➤	57.16%	01-03-2011	30-11-2011

4.1.4 Increase number of safety visits

Description: Increase number of safety visits initiative

Start Date: 12-09-2010

End Date: 01-11-2011

Progress: 68.14%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Revise safety audit schedule		●	➤	55.75%	01-01-2011	01-11-2011
Develop mobile audit team		●	➤	73.28%	12-09-2010	08-10-2011
Simplify safety audit documentation requirements		●	➤	75.4%	10-02-2011	20-08-2011

4.1.5 Enhance security service

Description: Enhance security service initiative

Start Date: 07-10-2010

End Date: 30-11-2011





Progress: 62.42%

Responsible: null

Status: ●

Trend: ➤

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Audit existing security services		●	➤	55.19%	01-03-2011	30-11-2011

Develop risk team to prioritize services with maximum benefits				64.3%	07-10-2010	01-11-2011
Assess physical plants for security risks				67.78%	01-01-2011	30-09-2011

4.2 Attract & retain the most qualified employees

4.2.1 Make arrangements for employee appreciation awards

Description: Make arrangements for employee appreciation awards initiative

Start Date: 11-08-2010





End Date: 30-11-2011

Progress: 82.26%

Responsible: null

Status: 

Trend: 

Tasks						
Task	Responsible	Status	Trend	Progress	Start Date	End Date
Develop localized committees for recognizing employee excellence				100%	11-08-2010	11-04-2011
Schedule employee 'banquets' in all regions				64.52%	05-11-2010	30-11-2011

