

Leadership "Go See"



2011

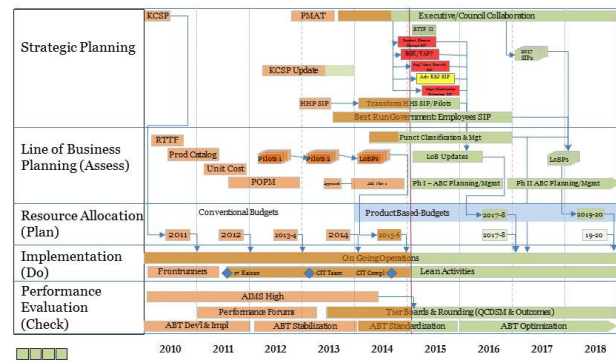
Earlier platforms for organizational performance reporting occurred via:

- Performance Forums
- AimsHigh
- KingStat

2013

Expectation for Tier 4 Board Established

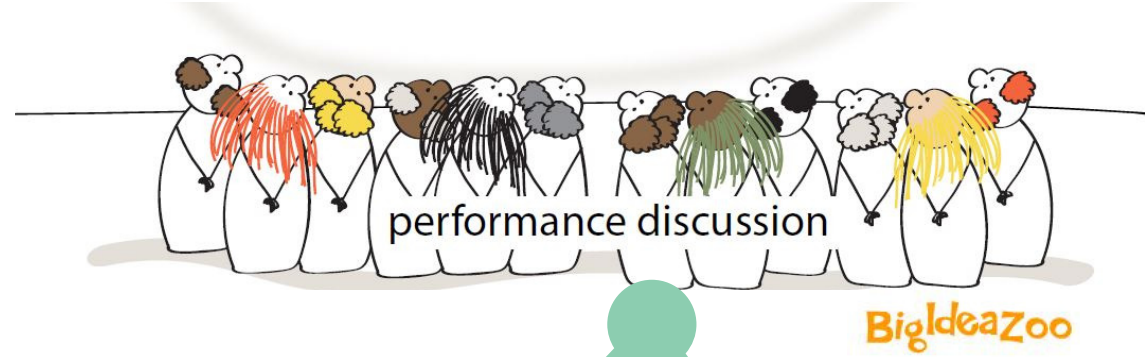
BRG Master Schedule



8/15/2016

February 20, 2013

Rounding Begins



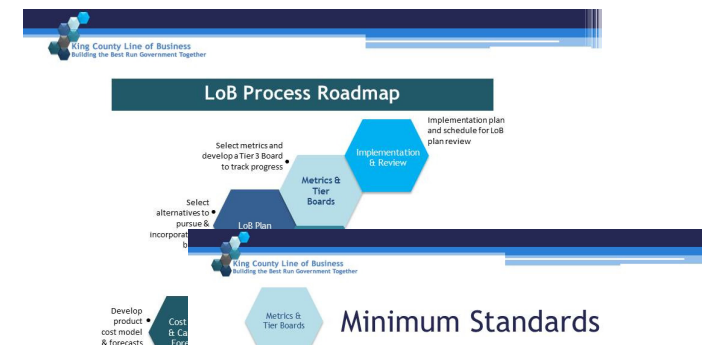
Tier 3 Board Project Start, Stop, & Transition to LoB Planning

Tier 3 Board Project Key Learnings (May 2015 - Dec 2015)		Unintended Benefits
Early adopters of LoB planning are not the place to start.	Many Group 1 LoBs are actively engaged in the LoB process and/or about to start their LoB update.	1. Discovered that pursuing a consultative approach is well received by division leadership.
Pull versus Push.	We do better when tier boards are pulled into the LoB process versus pushing agencies to participate in a separate process.	2. Sequenced tier board developed into the LoB planning process.
Do one pull one versus batch and queue.	We learn better and therefore facilitate the process better when we go one at a time.	3. Developed a visual management training module.
		4. Built better working relationships across the

Expectation for Tier 3 Boards Clarified

**TIER 3 BOARD GUIDANCE**  
Using Visual Management Systems that Help Deliver Results and Improve

Tier Board & Metrics in LoB Planning



The goal is for your LoB to have a board that is helpful for the team and meets the minimum standards which include:

1. Projects visualized.
2. Key operational measures visualized using Quality, Cost, Delivery, Safety, and Morale (QCDSM) measures.
3. Outcome measures visualized.
4. Business Process Map or Value Stream Map visualized.

Executive Rounding Info Guide seeks to clarify the purpose, process, and payoff of roundings and tier boards

**Executive Rounding Info Guide**

**Purpose**  
Executive Rounding is the process used by the Executive Office to have a dialogue between departments and the executive leadership team on organizational performance. It is designed to use data and performance measures to monitor and manage the county's operations and promote dialog and learning. The ultimate purpose is to maintain accountability at all levels of the organization and drive improvements.

**Process**  
The rounding incorporates visual management systems that at King County we refer to as tier boards. Tier boards use visual displays to show data for key operational measures and projects in order to:  
• provide quick glance information about how a process is performing against its target, make visible risks, and to show the state of our work.

Q3 & Q4 2016 Leadership Check & Adjust of management tools

Visual Management Training outside of LoB planning gains traction



Tier Board Inventory developed to help understand current state

Tier Board Inventory

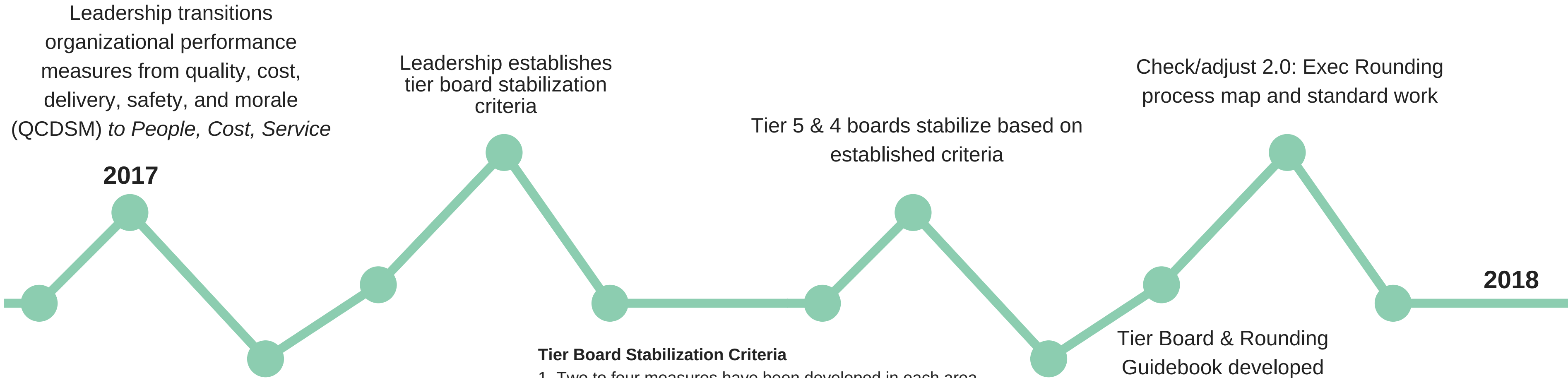
TIER BOARD INVENTORY SUMMARY		PSS	
Tier	TOTAL	Tier	
Tier 4 Boards	8	Tier 4 Boards	1
Tier 3 Boards	48	Tier 3 Boards	4
Tier 2 Boards	69	Tier 2 Boards	0
Tier 1 Boards	3	Tier 1 Boards	0
<b>TOTAL</b>	<b>128</b>		

DAID		KCOT	
Tier		Tier	
Tier 4 Boards	1	Tier 4 Boards	1
Tier 3 Boards	4	Tier 3 Boards	8
Tier 2 Boards	1	Tier 2 Boards	7
Tier 1 Boards	0	Tier 1 Boards	0

# History of Tier Board Development at King County

(as told by some PSB staff)



**Key Terms**

**People** – focuses on employees and workforce. It reflects how well our team members are fully engaged in their work

**Cost** – focuses on financial health and cost of our programs. It reflects How well we are reducing our rate of cost growth, and improving our financial health

**Service** – focuses on both customer service and services we provide. It reflects How well we are providing our customers what they need, when they need it, and how they want it

**Tier Board Stabilization Criteria**

1. Two to four measures have been developed in each area of focus (people/employees, service/s, cost) => 6-12 measures per department
2. Each metric should include a baseline (historical actuals), target, and a current actual
3. Measures should be actionable and time bound (e.g., not annual measures)
4. Measures that aren't meeting the target should have an action or countermeasures plan noted and visible
5. A physical tier board exists for every department



Office of Performance, Strategy and Budget  
King County, WA



# History of Tier Board Development at King County (con't)

(as told by some PSB staff)