

Tier 4 Board

Agenda

Huddle @ 10-10:15 Mondays

Duration: 15 minutes max

Location: Director's Office

1. Meeting attendance
2. People review
3. Cost review
4. Service review
5. Employee feedback review
6. Feedback from SLT if applicable
7. Team communication: comments, questions, concerns

***Example*
Not an actual
board**


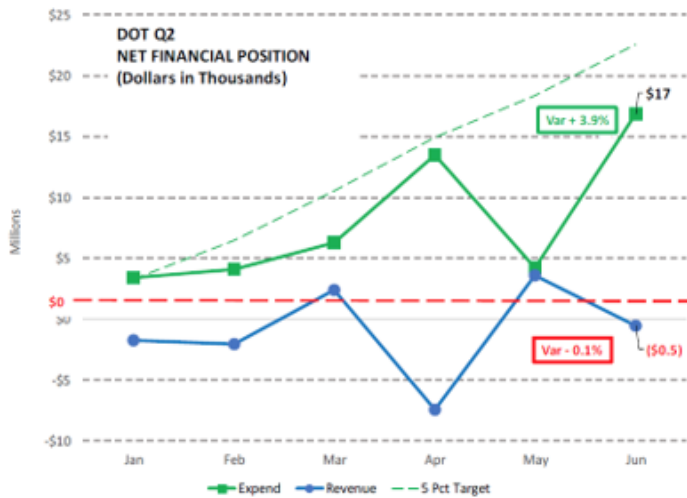
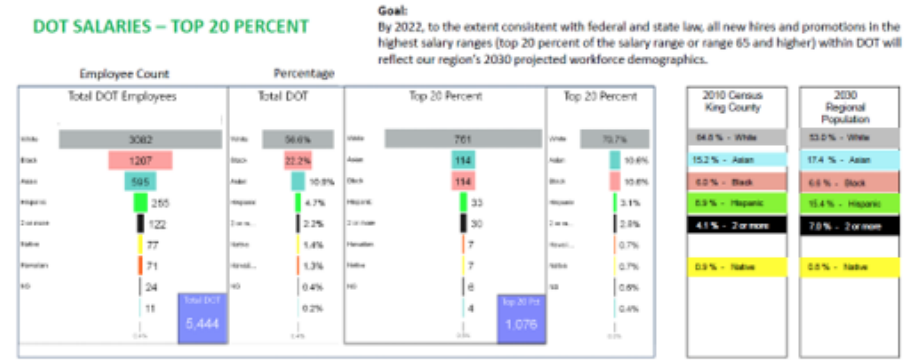
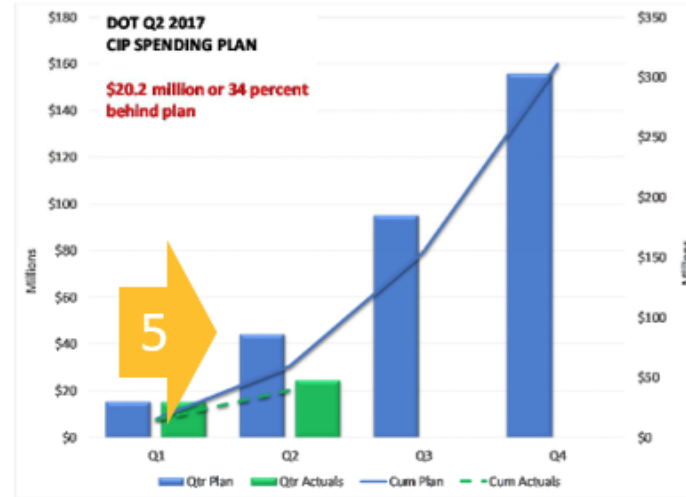
Next Rounding on 10/27/17

Duration: 30 minutes max

Location: Director's Office

Attendance

- Board Owner: Department Director
- Back-up Owner: Member of Leadership Team
- Department Leadership

| People | Cost | Service | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <h3>Employee Engagement</h3>  <p>EMPLOYEE ENGAGEMENT</p> <p>2015: 68, 2016: 70</p> <p>2016 Action Plan Success</p> <table border="1"> <tr> <td>Lower Rating in 2016</td> <td>No Change in 2016</td> <td>Higher Rating in 2016</td> </tr> <tr> <td>10</td> <td>13</td> <td>21</td> </tr> </table> <p>2017 Action Plan Development</p> <table border="1"> <tr> <td>Target Number</td> <td>Plans Completed</td> </tr> <tr> <td>92</td> <td>109</td> </tr> </table> <p>Goal: Action plans completed by May 1, 2017. Positive trend in 2017 Employee Survey Results.</p> | Lower Rating in 2016 | No Change in 2016 | Higher Rating in 2016 | 10 | 13 | 21 | Target Number | Plans Completed | 92 | 109 | <h3>Operating Expenditures (\$ in Millions)</h3>  <p>DOT Q2 NET FINANCIAL POSITION (Dollars in Thousands)</p> <p>Goal: All DOT Operating programs will have positive expenditure budget variances of less than five percent.</p> | <h3>Public Transportation Performance Q2-2017 vs. Q2-2016</h3> <table border="1"> <thead> <tr> <th></th> <th colspan="4">KING COUNTY</th> <th colspan="3">SOUND TRANSIT</th> </tr> <tr> <th></th> <th>BUS</th> <th>WATER TAXI</th> <th>VANPOOL</th> <th>ACCESS</th> <th>LINK</th> <th>EXPRESS</th> <th>SOUNDER</th> </tr> </thead> <tbody> <tr> <td>Ridership</td> <td>-0.1 PCT</td> <td>-3 PCT</td> <td>+1 PCT</td> <td>-2 PCT</td> <td>+39 PCT</td> <td>+0.3 PCT</td> <td>+1 PCT</td> </tr> <tr> <td>• Pct change</td> <td>-42,499</td> <td>-8,059</td> <td>+23,001</td> <td>-8,973</td> <td>+2,547,403</td> <td>+20,207</td> <td>+54,215</td> </tr> <tr> <td>• Rider change</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>On-Time</td> <td>+2 PCT</td> <td>+0.8 PCT</td> <td></td> <td>+5 PCT</td> <td>-0.6 PCT</td> <td>+2 PCT</td> <td>-10 PCT</td> </tr> <tr> <td>• Pct change</td> <td>78.3 PCT</td> <td>98.9 PCT</td> <td></td> <td>90.6 PCT</td> <td>91.8 PCT</td> <td>94.9 PCT</td> <td>85.4 PCT</td> </tr> <tr> <td>• On-time score</td> <td>Target 80 PCT</td> <td>Target 99.5 PCT</td> <td></td> <td>Target 90 PCT</td> <td>Target 90 PCT</td> <td>Target 85 PCT</td> <td>Target 95 PCT</td> </tr> <tr> <td>• Target</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Reliability</td> <td>EVEN</td> <td>-0.5 PCT</td> <td></td> <td>EVEN</td> <td>+6 PCT</td> <td>EVEN</td> <td>-0.7 PCT</td> </tr> <tr> <td>• Pct change</td> <td>99.6 PCT</td> <td>99.5 PCT</td> <td></td> <td>99.9 PCT</td> <td>98.3 PCT</td> <td>99.9 PCT</td> <td>97.3 PCT</td> </tr> <tr> <td>• Reliability score</td> <td>6,667 missed trips</td> <td>33 missed trips</td> <td></td> <td>331 missed trips</td> <td>737 missed trips</td> <td>201 missed trips</td> <td>86 missed trips</td> </tr> <tr> <td>• Missed trips</td> <td>Target 99.7 PCT</td> <td>Target 99.5 PCT</td> <td></td> <td>Target 99.7 PCT</td> <td>Target 99.5 PCT</td> <td>Target 99.8 PCT</td> <td>Target 99.5 PCT</td> </tr> <tr> <td>• Target</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | KING COUNTY | | | | SOUND TRANSIT | | | | BUS | WATER TAXI | VANPOOL | ACCESS | LINK | EXPRESS | SOUNDER | Ridership | -0.1 PCT | -3 PCT | +1 PCT | -2 PCT | +39 PCT | +0.3 PCT | +1 PCT | • Pct change | -42,499 | -8,059 | +23,001 | -8,973 | +2,547,403 | +20,207 | +54,215 | • Rider change | | | | | | | | On-Time | +2 PCT | +0.8 PCT | | +5 PCT | -0.6 PCT | +2 PCT | -10 PCT | • Pct change | 78.3 PCT | 98.9 PCT | | 90.6 PCT | 91.8 PCT | 94.9 PCT | 85.4 PCT | • On-time score | Target 80 PCT | Target 99.5 PCT | | Target 90 PCT | Target 90 PCT | Target 85 PCT | Target 95 PCT | • Target | | | | | | | | Reliability | EVEN | -0.5 PCT | | EVEN | +6 PCT | EVEN | -0.7 PCT | • Pct change | 99.6 PCT | 99.5 PCT | | 99.9 PCT | 98.3 PCT | 99.9 PCT | 97.3 PCT | • Reliability score | 6,667 missed trips | 33 missed trips | | 331 missed trips | 737 missed trips | 201 missed trips | 86 missed trips | • Missed trips | Target 99.7 PCT | Target 99.5 PCT | | Target 99.7 PCT | Target 99.5 PCT | Target 99.8 PCT | Target 99.5 PCT | • Target | | | | | | | |
| Lower Rating in 2016 | No Change in 2016 | Higher Rating in 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | 13 | 21 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Target Number | Plans Completed | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 92 | 109 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | KING COUNTY | | | | SOUND TRANSIT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | BUS | WATER TAXI | VANPOOL | ACCESS | LINK | EXPRESS | SOUNDER | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ridership | -0.1 PCT | -3 PCT | +1 PCT | -2 PCT | +39 PCT | +0.3 PCT | +1 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Pct change | -42,499 | -8,059 | +23,001 | -8,973 | +2,547,403 | +20,207 | +54,215 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Rider change | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| On-Time | +2 PCT | +0.8 PCT | | +5 PCT | -0.6 PCT | +2 PCT | -10 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| • On-time score | Target 80 PCT | Target 99.5 PCT | | Target 90 PCT | Target 90 PCT | Target 85 PCT | Target 95 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reliability | EVEN | -0.5 PCT | | EVEN | +6 PCT | EVEN | -0.7 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Pct change | 99.6 PCT | 99.5 PCT | | 99.9 PCT | 98.3 PCT | 99.9 PCT | 97.3 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Reliability score | 6,667 missed trips | 33 missed trips | | 331 missed trips | 737 missed trips | 201 missed trips | 86 missed trips | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Missed trips | Target 99.7 PCT | Target 99.5 PCT | | Target 99.7 PCT | Target 99.5 PCT | Target 99.8 PCT | Target 99.5 PCT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| • Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <h3>Department Salaries – Top 20 Percent</h3>  <p>DOT SALARIES – TOP 20 PERCENT</p> <p>Goal: By 2022, to the extent consistent with federal and state law, all new hires and promotions in the highest salary ranges (top 20 percent of the salary range or range 65 and higher) within DOT will reflect our region's 2030 projected workforce demographics.</p> | <h3>Capital Expenditures (\$ in Millions)</h3>  <p>DOT Q2 2017 CIP SPENDING PLAN</p> <p>\$20.2 million or 34 percent behind plan</p> <p>Goal: All DOT Capital Programs will expend at least 85 percent of their targeted spend rate as approved by PSB.</p> | <p>Legend:</p> <ul style="list-style-type: none"> Green: GT + 1 Pct Light Green: 0 to + 1 Pct Yellow: No Change Light Red: 0 to - 1 Pct Red: GT - 1 Pct | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Tier 4 Board Key

1. Status is clearly marked
2. Targets labeled (in this case titled goals) with end dates when applicable
3. Some measures will cascade down through the different tiers
 - a. Tracking the workforce demographics of the top 20% of salaries by race and ethnicity in the department is one of Tier 5 measures that is tracked at every level of the organization
4. Make problems visible so that areas that need addressing can be seen quickly
5. Show targets vs. actuals (in this case the blue line and bars vs. the green dotted line and bars)
6. Colors such as red, yellow, green are great ways to easily show what is on track and what is behind – include a key whenever possible

Tier 3 Board

Agenda



Huddle @ 10-10:15 on Mondays
Duration: 15 minutes max
Location: Division Director's Office

1. Meeting attendance
2. People review
3. Cost review
4. Service review
5. Employee feedback review
6. Feedback from Tier 4 if applicable
7. Team communication: comments, questions, concerns

***Example*
Not an actual
board**



Next Rounding on 10/13/17
Duration: 30 minutes max
Location: RVEL Director's Office

Attendance

- Board Owner: Division Director
- Back-up Owner: Deputy Director
- Leadership Team

| People | Cost | Service | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------|----|----|----|---------------|-----------------|----|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <h3>Employee Engagement</h3> <p>2016 Action Plan Success</p> <table border="1"> <tr> <td>Lower Rating in 2016</td> <td>No Change in 2016</td> <td>Higher Rating in 2016</td> </tr> <tr> <td>10</td> <td>13</td> <td>21</td> </tr> </table> <p>2017 Action Plan Development</p> <table border="1"> <tr> <td>Target Number</td> <td>Plans Completed</td> </tr> <tr> <td>92</td> <td>109</td> </tr> </table> <p>Goal: Action plans implemented by May 1, 2017 Positive trend in 2017 Employee Survey Results</p> | Lower Rating in 2016 | No Change in 2016 | Higher Rating in 2016 | 10 | 13 | 21 | Target Number | Plans Completed | 92 | 109 | <h3>Operating Expenditures</h3> <p>Goal: All DOT Operating programs will have positive expenditure budget variances of less than five percent.</p> | <h3>On-Time Vehicle Delivery for: <u>Sept</u></h3> <p>Countermeasure: streamline vehicle requests via Sharepoint by 10/10/17</p> <h1>73%</h1> <p>Vehicle Delivery Trend by Month (or Quarter)</p> |
| Lower Rating in 2016 | No Change in 2016 | Higher Rating in 2016 | | | | | | | | | | |
| 10 | 13 | 21 | | | | | | | | | | |
| Target Number | Plans Completed | | | | | | | | | | | |
| 92 | 109 | | | | | | | | | | | |
| <h3>Division Salaries – Top 20%</h3> <p>Goal: By 2022, to the extent consistent with federal and state law, all new hires and promotions in the highest salary ranges (top 20 percent of the salary range or range 65 and higher) within DOT will reflect our region's 2030 projected workforce demographics.</p> | <h3>Direct vs. Indirect Labor for: <u>Sept</u></h3> <h1>75% / 25%</h1> | <h3>Comebacks (aggregate) for: <u>Sept</u></h3> <p>Plan: 0 Actual: 1</p> | | | | | | | | | | |
| <p>Labor Trend by Month (or Quarter)</p> | <p>Comeback Trend by Month (or Quarter)</p> | <p>Comeback Trend by Month (or Quarter)</p> | | | | | | | | | | |



Tier 3 Board Key

1. It is helpful to have the date of the next rounding on the board so that the team knows when to prepare the board for
2. Standard agendas should be posted, if not on the board itself then on an attached sheet so that the team can go through the same items every week – this is standard work best practice
3. This shows how the cascading measure from the Departmental tier board
 - a. This division is tracking the demographics of the top 20% salaries in their division by race and ethnicity
 - b. This data will be aggregated with other DOT divisions and posted on the Tier 4 department board
4. This is another example of how the same measure can cascade down and be tracked on multiple boards
5. It is important to have the dates for when the data was last updated so everyone can know how accurate the visual is and if the data needs to be updated
6. Red is a good way to indicate when things are not meeting targets – it is important to have countermeasures on the board for how you will get the measure back on track
7. This is an example of an important measure from a tier 2 work group board that is being tracked at the section level
 - a. Some measures are important enough to be on the board above, which is why it is important to discuss board measures with leadership

What is a Tier Board and why use it?

A tier board is a way to tell the status of an area at a glance and help identify area's for improvement. A team of people "huddle" around the board, look at the current state of Safety, Quality, Cost, Delivery and Morale items and discuss how to improve each of these areas.



***Example*
Not an actual
board**

Groups Using Board

- Light-Duty
- Heavy-Duty
- Stores

Agenda

Huddle @ Mondays at 10-10:15

Duration: 15 minutes (3 min max per area)

Location: Renton

1. Meeting attendance
2. Safety review
3. Cost review
4. Service review
5. People review
6. Employee feedback review
7. Feedback from Tier 3 if applicable
8. Team communication: comments, questions, concerns



| Safety | | | Cost | | Delivery/Service | | | Quality/Service | | | |
|---------------------------------------|--------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------|-----------------------------------|------------------------------------|---------------------------------|---------------------------------------|---------------|-----------------------|
| Days Since Last Time Loss Incident | | | Direct vs. Indirect Labor | | PM Service Time | | | Comebacks | | | |
| 100 Days 😊 | | | 75% / 25% | | Plan 90 / Actual 120 | Plan 45 / Actual 44 | | Plan 0 / Actual 1 | | | |
| Action Items from Last Safety Meeting | | | Reminders & Questions | | Outliers/Countermeasures | | | Follow Up | | | |
| Action Item | By Who | By When | Good Job Team! | | E# | Reason | Countermeasure | E# | Reason | Action | Feedback |
| First aid supply kits low | Bob | Tomorrow | | | E01234 | Missing parts | Order common parts more frequently | E01243 | Forgot something | Add something | May not be a comeback |
| | | | | | E01234 | Missing parts | Increase training on protocol | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| People | | | Quality | | Employees | | | | | | |
| Employee Engagement | | | Stores Goals | | Improvements / Suggestions / Information | | | | | | |
| | | | increased turns, reduced \$ on-hand, reduced # of SKUs to manage, decreased walking time (to pick/pull), decreased wait time for customer, decreased space taken up by inventory, decrease in obsolete parts, # of days supply on hand per part | | BEFORE | | AFTER | | | | |
| | | | Weekly inventory withdrawals? | | BEFORE | | AFTER | | Fleet BBQ 8/25 bring a side dish! | | |
| | | | | | | | | | Has anyone seen my 9/16" wrench? -Bob | | |

Tier 2 Board Key

1. Determine how often your team will huddle on your board, most huddle at least weekly depending on the cadence of the work
2. Celebrate successes as well as making problems visible
3. If there is room on the board, include action items, the person responsible and the date the items are due
4. Include countermeasures for items that are off track
5. This is the example how performance is aligned up to the tier 3 board
6. This shows how measures can cascade down from tier 4 and are tracked on the work group level