



## Performance Culture

### Objective:

Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems

### How is our performance?

There are many programs and initiatives focused on promoting a culture of performance and continuous improvement within King County. The Employee Survey includes measures of an employee's relationship with data, both in how they feel data contributes to improving King County services and products, as well as how employees use data and performance feedback to improve their own work. When employees indicate that performance initiatives have direct impact on their daily work, we know the programs are having an impact.

Approximately half of the county workforce reports using data to learn and improve, either as a work group or as an individual. Over half report that quality is a priority and less than half identify successfully implemented process improvements. This data shows that despite the number of employees who report using data to learn and improve, over half the workforce does not feel connected to a culture of performance, which indicates there are significant opportunities for improvement in the area of King County's relationship to data and continuous improvement.

### Moving forward

In 2013, the Human Resources Division developed and implemented training for supervisors. One component of that training involves providing constructive performance feedback to help employees learn and grow professionally.

The Office of Performance, Strategy and Budget has been developing, piloting, and implementing various tools and approaches to enhance performance management, and eventually an integrated Management Model. The model begins with the King County Strategic Plan, which establishes the county-wide goals and priorities at an enterprise level. The vision of this model integrates several other tools such as business planning, the product catalogue, Lines of Business, and the budget. Visual management systems are being built throughout the organization, with Quad Charts to visualize project status, Tired Dashboards to use metrics to assess effectiveness of operations and initiatives, to operational visual management systems that departments and work groups have adopted. The Continuous Improvement Team initiates and supports process improvement events, trainings, tools, and coaching. Their work is designed to identify solutions and remove barriers to dramatically improve quality and value of our services and products.

## Related Links

### King County Lean Continuous Improvement Team

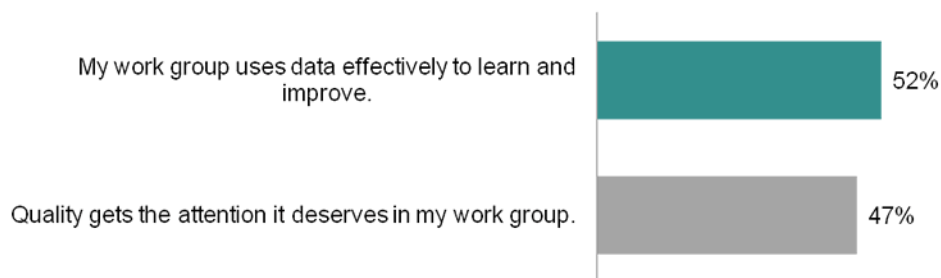
### King County 2012 Employee Survey

## Technical Notes

The 2012 King County Employee Survey asked 59 questions. Most responses came through the online version. Of King County's 13,030 employees, 6,783 (52%) participated in the 2012 survey. Most questions asked employees to respond using a five-point scale with '1' being low and '5' being high. Responses of "Not sure" or "Not relevant" are excluded from the results. The survey was conducted both online and in hard-copy.

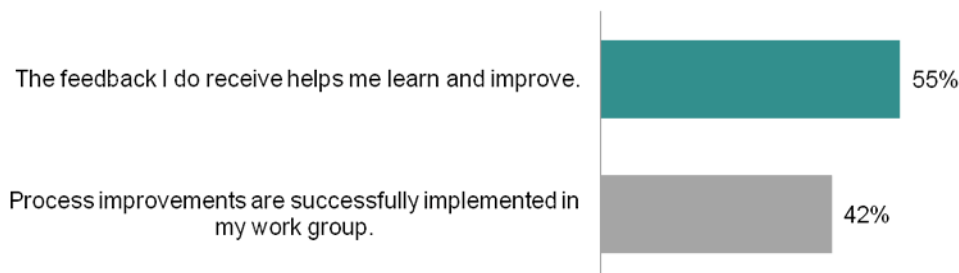
## Charts and Maps

### King County Program Use of Data for Improvement (percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey

### King County's Culture of Performance and Improvement (percent of employees agreeing or strongly agreeing)



Data Source: 2012 King County Employee Survey