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

### People
- **Employee Engagement**

### Cost
- **Operating Expenditures**

### Service
- **On-Time Vehicle Delivery for:** Sept
  - **Countermeasure:** streamline vehicle requests via SharePoint by 20/10/17
  - **Vehicle Delivery Trend by Month (or Quarter)**

### Division Salaries – Top 20%

### Direct vs. Indirect Labor for: Sept
- **75% / 25%**
- **Labor Trend by Month (or Quarter)**

### Comebacks (aggregate) for: Sept
- **Labor Trend by Month (or Quarter)**

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**Next Rounding on 10/13/17**
- Duration: 30 minutes max
- Location: RVEL Director’s Office
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.

Tier 2 Board

*Example*
Not an actual board

Groups Using Board
- Light-Duty
- Heavy-Duty
- Stores

Safety
Days Since Last Time Loss Incident
100 Days 😊

Cost
Direct vs. Indirect Labor
75% / 25%

Delivery/Service
PM Service Time

Good Job Team!

Quality/Service
Comebacks
0 Actual / 1

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

People
Employee Engagement

Quality
Stores Goals

Employees
Improvements / Suggestions / Information

Outliers/Countermeasures

Fleet
BBQ 8/25
bring a side dish!

Has anyone seen my 9/16” wrench?
Bob

Weekly inventory withdrawals?

<table>
<thead>
<tr>
<th>#</th>
<th>Reason</th>
<th>Countermeasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>01234</td>
<td>Missing parts</td>
<td>Order common parts more frequently</td>
</tr>
<tr>
<td>01234</td>
<td>Missing parts</td>
<td>Increase training on protocol</td>
</tr>
</tbody>
</table>

Action Items from Last Safety Meeting

<table>
<thead>
<tr>
<th>Action Item</th>
<th>By Who</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>First aid supplyשקא</td>
<td>Bob</td>
<td>Tomorrow</td>
</tr>
</tbody>
</table>

Reminders & Questions

<table>
<thead>
<tr>
<th>#</th>
<th>Reason</th>
<th>Action</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Extra</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Forgets somewhat</td>
<td>Add something</td>
<td>Might not be a comeback</td>
</tr>
</tbody>
</table>

Improved processes:
Increased turns, reduced $ on hand, reduced # of SKUs to manage, decreased waiting time (ie: pick/pull), decreased wait time for customer, decreased space taken up by inventory, decrease in obsolete parts, # of days supply on hand per part
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