Tier 4 Board

Next Rounding on 10/27/17
Duration: 30 minutes max
Location: Director’s Office

*Example*
Not an actual board

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

**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

**People**

- Employee Engagement

**Cost**

- Operating Expenditures ($ in Millions)

**Service**

- Public Transportation Performance Q2-2017 vs. Q2-2016

- **KING COUNTY**
  - Ridership:
    - BUS: 820,376
    - WATER TAXI: 67,376
    - VANPOOL: 91,000
    - ACCESS: 38,000
  - On-Time:
    - BUS: 95.2%
    - WATER TAXI: 91.0%
    - VANPOOL: 95.8%
    - ACCESS: 90.2%

- **SOUND TRANSIT**
  - Ridership:
    - LINK: 1,217,314
    - EXPRESS: 632,244
    - SOUNDER: 1,037,500
  - On-Time:
    - LINK: 95.5%
    - EXPRESS: 95.0%
    - SOUNDER: 94.0%

**Goal**: All DOT operating programs will have positive expenditure variances of less than five percent.

**Goal**: All DOT Capital Programs will exceed at least 85 percent of their targeted spend rate as approved by PEB.
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

### People

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2016 Action Plan Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total: 100%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 1: 40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 2: 30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase 3: 30%</td>
</tr>
</tbody>
</table>

### Cost

<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th>Goal: All DOT operating programs will have positive expenditure budget variances of less than five percent.</th>
</tr>
</thead>
</table>

### Service

<table>
<thead>
<tr>
<th>On-Time Vehicle Delivery for: Sept</th>
</tr>
</thead>
<tbody>
<tr>
<td>73%</td>
</tr>
</tbody>
</table>

### Division Salaries – Top 20%

### Direct vs. Indirect Labor for: Sept

<table>
<thead>
<tr>
<th>75% / 25%</th>
</tr>
</thead>
</table>

### Comebacks (aggregate) for: Sept

### Labor Trend by Month (or Quarter)

![Graph showing labor trend]

### Comeback Trend by Month (or Quarter)

![Graph showing comeback trend]

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

*Example* Not an actual board
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.
**Tier 2 Board**

### 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

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

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### Safety
**Days Since Last Time Loss Incident**
- **100 Days**

**Action Items from Last Safety Meeting**
- First aid supply nice now
- By Who: Bob
- By When: Tomorrow

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### Cost
**Direct vs. Indirect Labor**
- 75% / 25%

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### Delivery/Service
**PM Service Time**
- **Heavy (average)**
  - Plan: 90
  - Actual: 120
- **Light (lowest repeatable)**
  - Plan: 45
  - Actual: 44

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### Quality/Service
**Comebacks**
- Plan: 0
- Actual: 1

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### Outliers/Countermeasures

<table>
<thead>
<tr>
<th>#</th>
<th>Reason</th>
<th>Countermeasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Missing parts</td>
<td>Order common parts more frequently</td>
</tr>
<tr>
<td>2</td>
<td>Missing parts</td>
<td>Increase training on protocol</td>
</tr>
</tbody>
</table>

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### Reminder & Questions

**Reminders & Questions**
- Action Items from Last Safety Meeting
- Action Item: First aid supply nice now
- By Who: Bob
- By When: Tomorrow

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### People
**Employee Engagement**

- 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, decreased in obsolete parts, # of days supply on hand per part

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### Quality
**Stores Goals**

**Weekly inventory withdrawals?**

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### Employees
**Improvements / Suggestions / Information**

- 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
**Key Elements**

1. Use project cards to track progress on milestones.
2. Use green and red status markers to show at a glance if milestone is on track to be achieved.
3. For projects that are “red” indicate the countermeasures (actions or interventions) the team will take to get the project back on track.

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### Example Project Board

**Project**

- **Strategic Planning**
- **Surveys**
- **Training**

**Attendance**

- Board Owner: Deb
- Back up Owner: Carol
- Supervisors:
- Etc.

**Agenda**

- Meeting weekly every Monday at 10:00
- Duration: 15 minutes (3 min max per area)
- Location: Greybar

1. Meeting attendance and board update
2. Are projects behind? Discuss red and develop countermeasures
3. Calendar review
4. Standard work review
5. Good news
6. Capture and verify action items
7. Team communication: Comments, Questions, Concerns

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**Complete/Review**