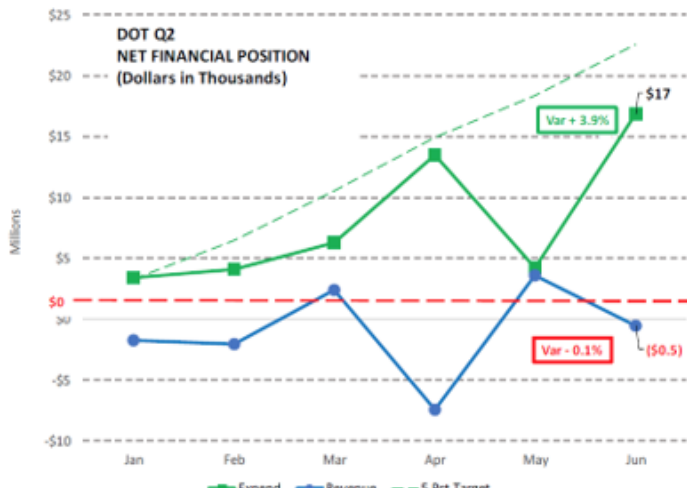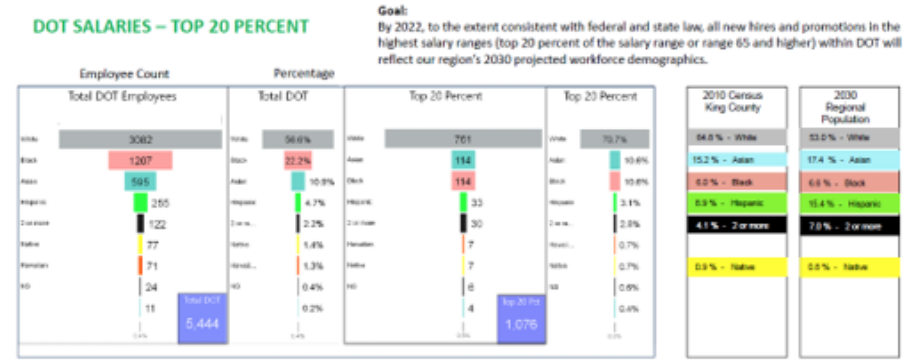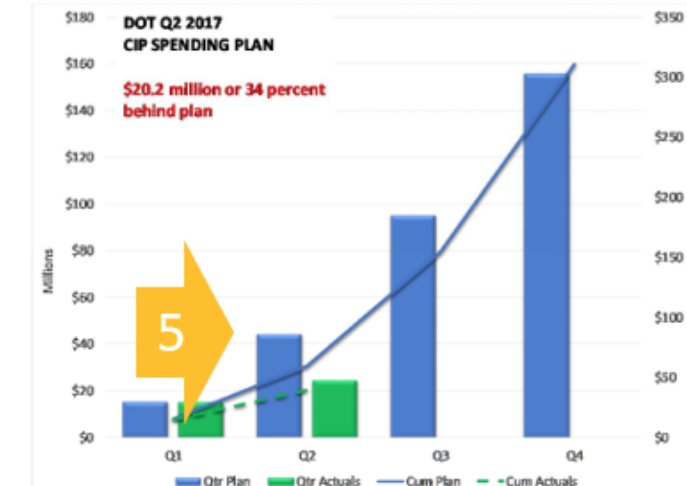# Tier 4 Board

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

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

Goal: Action plans implemented by May 1, 2017. Positive trend in 2017 Employee Survey Results

Department Salaries – Top 20%

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.

Cost

Operating Expenditures ($ in Millions)

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

Capital Expenditures ($ in Millions)

$20.2 million or 34 percent behind plan

Goal: All DOT Capital Programs will expend at least 85 percent of their targeted spend rate as approved by PSB

Service

Public Transportation Performance Q2-2017 vs. Q2-2016

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

Example
Not an actual board

Agenda
Huddle @ 10-10:15 on Mondays
Duration: 15 minutes max
Location: Divison 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

2

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

1

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

People

Employee Engagement

EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT SCORES
2015	2016
68	70

SURVEY PARTICIPATION RATE

2016 Action Plan Success		
Lower Rating in 2016	No Change in 2016	Higher Rating in 2016
10	13	21

2017 Action Plan Development	
Target Number	Plans Completed
92	109

Action Planning Process

Goal:
Action plans implemented by May 1, 2017
Positive trend in 2017
Employee Survey Results

Division Salaries – Top 20%

3

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.

Cost

Operating Expenditures

4 ✅

Var + 3.9% $17

Var - 0.1%   ($0.5)

— Expend   — Revenue   --- 5 Pct Target

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

Direct vs. Indirect Labor for: Sept

5

75% / 25%

Labor Trend by Month (or Quarter)

Service

On-Time Vehicle Delivery for: Sept

6

Countermeasure: streamline vehicle requests via Sharepoint by 10/10/17

73%

Vehicle Delivery Trend by Month (or Quarter)

Comebacks (aggregate) for: Sept

Plan 0
Actual 1

7

Comeback Trend by Month (or Quarter)

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.

- Make abnormalities visible
- Address abnormalities at the lowest level
- Provide a channel for escalation
- Facilitate shift-to-shift and shop communication
- Establish daily accountability

Tier 2 Board

Example Not an actual board

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

Safety	Cost	Delivery/Service	Quality/Service

Safety — Days Since Last Time Loss Incident

100 Days ☺ [2]

Cost — Direct vs. Indirect Labor

75% / 25%

Delivery/Service — PM Service Time

Heavy (average)	Light (lowest repeatable)
Plan 90 / Actual 120	Plan 45 / Actual 44

[4]

Quality/Service — Comebacks

Plan 0 / Actual 1 [5]

Action Items from Last Safety Meeting

Action Item	By Who	By When
First aid supply kits low	Bob	Tomorrow

[3]

Reminders & Questions

Good Job Team!

Outliers/Countermeasures

E#	Reason	Countermeasure
E01234	Missing parts	Order common parts more frequently
E01234	Missing parts	Increase training on protocol

Follow Up

E#	Reason	Action	Feedback
E01243	Forgot something	Add something	May not be a comeback

People	Quality	Employees

People — Employee Engagement

[6]

EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT SCORES 2015 / 2016: 68 / 70

SURVEY PARTICIPATION RATE

Action Planning Process

2016 Action Plan Success: Lower Rating in 2016 — 10, No Change in 2016 — 13, Higher Rating in 2016 — 21

2017 Action Plan Development: Target Number 92, Plans Completed 109

Goal: Action plans implemented by May 1, 2017. Positive trend in 2017 Employee Survey Results

Quality — Stores Goals

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

Weekly inventory withdrawals?

Employees — Improvements / Suggestions / Information

BEFORE / AFTER / 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

What is a Project Board? Why use it?

- A way to tell the status of project and help identify area's for improvement

- A team of people "huddle' around the board, look at the current state and discuss how to improve each of these areas

Attendance

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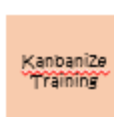- ☐ Etc.

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

Project	1	2	3	4	5	6	Complete/Review
Strategic Planning			Transfer 2 Fee-for-Service Positions		Automated Email So...		
	Multi-Layered Accountability Structure						
Surveys	2.0 FTE Hires						
	Dark Storage Contract						
Training	Website Review / Kanbanize Training						

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.