



King County

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MEMORANDUM

DATE: July 10, 2012

TO: Government Accountability, Oversight & Financial Performance Committee

FROM: Cheryle A. Broom, King County Auditor

SUBJECT: 2011 Performance Management Work Group Highlights

This memorandum highlights issues reviewed by the countywide Performance Management Work Group (PMWG) in 2011. The PMWG continued to serve as a collaborative and information-sharing forum across the branches on implementation of a countywide Performance Management and Accountability System (PMAS) and to provide feedback on the initiatives underway to implement the county's first strategic plan. We conclude with an outline of 2012 topics for the PMWG's review related to continuing to promote a countywide PMAS.

Background

Initially established by motion in 2004, the Performance Management Work Group is a staff group chaired by the Auditor that is established in code as advisory to council. Its participants come from every elected office and all three branches of county government. Its mandated purpose is to:

- Advise on implementation of Performance Management and Accountability System (PMAS),
- Provide a collaborative forum among county peers for sharing and learning, and
- Advise on the county's training curriculum and on new developments in the field and potential opportunities to improve the county's PMAS (KCC 2.10.045)

In 2008, the PMWG-recommended countywide framework for performance management became part of county code with the council's enactment of the Performance and Accountability Act. Subsequently, the PMWG has assisted in the development and implementation of the county's first countywide strategic plan.

2011 Highlights

Collaborative Forum:

The PMWG received on-going, in-depth briefings from the Office of Performance, Strategy and Budget (PSB) on the evolution of the Strategic Plan implementation process.¹ This included briefings on the tiered planning process, that later evolved into Goal Level Planning, Line of Business Planning, Resident and Employee Surveys, Employee Performance and Accountability System (EPAS),² and the Lean management philosophy.³ The PMWG also was briefed on Council-related issues throughout the year, including discussion sessions in Committee of the Whole on strategic goals and their linkage to the budget process.

In addition, PMWG invited members to share with the work group their organization's strategic approaches. Presentations included:

- Metro Transit's Strategic Plan for Public Transportation 2011-2021
- Superior Court's strategic plan
- District Court's strategic Plan
- Performance auditing and strategic performance management in the County Auditor's Office.⁴

Advise on Implementation:

The work group conducted an in-depth review of the current performance management legislation and considered possible revisions. Further action was deferred due to ongoing changes in the county's strategic planning processes.

PMWG also heard throughout the year on progress related to the ABT Performance Management system and was invited to comment on the consultant's planning and implementation documents.

Further, the work group provided feedback to PSB and others on the County Executive's implementation initiatives discussed above.

New Developments in the Field:

The PMWG received briefings highlighting trends and developments in the field of performance management. In 2011, PMWG members reported on groundbreaking work to integrate community-generated indicators or priorities with governmental performance measurement systems. A key purpose of this integration is to better engage residents in addressing community needs and more effectively promote positive change through tracking community metrics. Four PMWG members also published a paper on King County's evolutionary performance management program.⁵

¹ <http://www.kingcounty.gov/exec/PSB/CountyStratPlan.aspx>

² <http://your.kingcounty.gov/employees/epas/>

³ <http://www.kingcounty.gov/employees/Lean.aspx>

⁴ www.kingcounty.gov/operations/auditor/

⁵ The paper was part of the Community Indicator Consortium's community indicators/performance measures integration project sponsored by the Alfred P. Sloan Foundation. For summary of King County's paper or Real Story go to: <http://communityindicators.net/system/medias/300/original/KingCountyHIGHLIGHTS.pdf?1337806742>

PMWG 2012 Activities

The PMWG continues to provide a collaborative forum for advancing understanding and countywide collaboration on achieving performance-based county government. Areas of review in 2012 include status of: Line of Business Pilots, ABT Performance Management project, Strategic Plan Goal Level Planning, Implementation of EPAS and other management improvement tools, results of Employee and Public Surveys, and Public Reporting.

Conclusion

Within its codified and established framework, including its advisory role to the Council, the PMWG continues to promote and support advancing a culture of performance and opportunities to achieve the One County vision.⁶

We wish to acknowledge the participation and contribution of the members of the PMWG and their respective organizations.

cc: Performance Management Work Group
Dow Constantine, King County Executive
Richard McDermott, Presiding Judge, King County Superior Court
Corinna D. Harn, Chief Presiding Judge, King County District Court
Fred Jarrett, Deputy County Executive, King County Executive Office (KCEO)
Dwight Dively, Director, Office of Performance, Strategy and Budget, KCEO
John Resha, Council Staff
Mark Melroy, Council Staff

⁶ http://www.kingcounty.gov/exec/PSB/~media/exec/PSB/documents/CWSP/1007_1182_KCStratPlan7_0727.ashx