



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**October 3, 2007**

**Motion 12586**

**Proposed No.** 2007-0456.2

**Sponsors** Patterson

1                   A MOTION adopting the King County Elections Office  
2                   Final Assessment Report and Organizational Effectiveness  
3                   Plan, which is the complete detailed report regarding the  
4                   elections section staff cultural change, organizational  
5                   effectiveness and training recommended by the citizens'  
6                   elections oversight committee and independent task force  
7                   on elections.

8  
9                   WHEREAS, in 2005 the Washington state Legislature enacted a law allowing  
10                  counties the option of conducting all elections by mail, under RCW 29A.48.010, and

11                  WHEREAS, in authorizing the option to conduct all elections by mail in King  
12                  County, the King County council adopted Ordinance 15524 on June 19, 2006, indicating  
13                  several criteria that must be met, including one that culture change must occur within  
14                  elections section staff, and

15                  WHEREAS, for the director of the records, elections and licensing services  
16                  division to be ready to conduct all King County elections entirely by mail ballot

17 beginning in April 2008 the council directed the elections section director to work with a  
18 consultant to begin a process of culture change within the section, and

19 WHEREAS, with the consulting services of Waldron & Company, this work has  
20 been undertaken and has been in progress for nearly one year.

21 WHEREAS, the results of these activities have resulted in a cultural  
22 transformation and a higher level of organizational effectiveness, and

23 WHEREAS, the activities and outcomes of this effort are detailed in the final  
24 assessment report and organizational effectiveness plan, and

25 WHEREAS, since January 2007, the council has received two progress reports  
26 from Waldron & Company as well as three quarterly reports from the elections section  
27 detailing the strides made within the organization, and

28 WHEREAS, this exit report assessment developed by Waldron & Company  
29 provides both short-term and long-range recommendations for continuing to optimize the  
30 elections culture and organizational effectiveness for a high performing team, and

31 WHEREAS, the elections team has completed its work, according to our  
32 consultant, and has the tools and long-term plans to guide the organization for a  
33 successful transition to all-mail voting in 2008 and thereafter;

34 NOW, THEREFORE, BE IT MOVED by the Council of King County:

35                   The King County Elections Office Final Assessment Report and Organizational  
36 Effectiveness Plan, Attachment A to this motion, is hereby approved and adopted.

37

Motion 12586 was introduced on 9/17/2007 and passed as amended by the Metropolitan King County Council on 10/1/2007, by the following vote:

Yes: 9 - Mr. Gossett, Ms. Patterson, Ms. Lambert, Mr. von Reichbauer, Mr. Dunn, Mr. Ferguson, Mr. Phillips, Ms. Hague and Mr. Constantine

No: 0

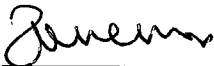
Excused: 0

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON



Larry Gossett, Chair

ATTEST:

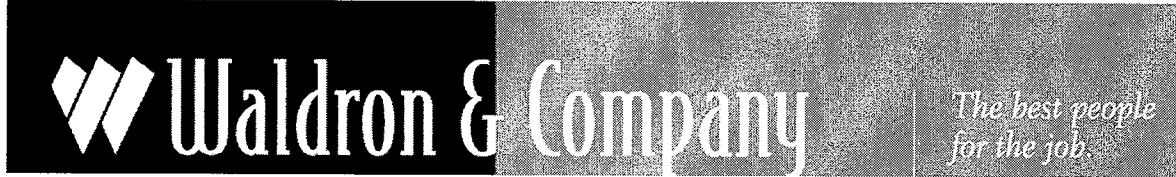


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Anne Noris, Clerk of the Council

**Attachments**      A. King County Elections Office Final Assessment Report and Organizational Effectiveness Plan

12586



# King County Elections

## Final Assessment Report Organizational Effectiveness Plan

August 15, 2007





*The best people  
for the job.*

August 15, 2007

The Honorable Ron Sims, Executive  
King County Executive Office  
701 Fifth Avenue, Suite 3210  
Seattle, WA 98104

The Honorable Larry Gossett, Chair  
Metropolitan King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104-3272

Dear Executive Sims and Council Chair Gossett,

The purpose of this document is to submit a Final Assessment Report and Organizational Effectiveness Plan to complete the work by Waldron & Company under Contract #T02425T with King County Elections (KCE).

In June 2006, the King County Council approved funding for KCE to initiate the transition to Vote-by-Mail, supported by consulting services (Ordinance 15524). The Ordinance requires that the King County Executive submit to the Council for approval the consultant's exit report assessment and recommendations for continuing to optimize KCE's culture and organizational effectiveness. The enclosed Final Assessment Report and Organizational Effectiveness Plan constitute that assessment and contain recommendations for the future.

It has been an honor and a pleasure to support KCE staff in their successes, which you have strongly supported and they have earned. We are looking forward to your review and approval of our Final Assessment Report and Organizational Effectiveness Plan. Please don't hesitate to contact me or Harold Robertson, Sr. Consultant, with any questions you may have at 206 441-4144.

Sincerely,

Deborah L. Bevier  
Sr. Consultant

# Final Assessment Report

## Introduction

Waldron Consultants began organizational effectiveness work with King County Elections (KCE) leadership and staff in 2006. This Final Assessment Report to the King County Executive and King County Council includes:

- Waldron Consultants' assessment of the current state of the KCE organization.
- A final progress update on activities related to the transition to Vote-by-Mail and management/leadership development.
- The KCE Organizational Effectiveness Plan (OE Plan).

The centerpiece of this report is the OE Plan. The OE Plan draws together all of KCE's work on building and sustaining a high performing organization, and includes benchmarks for excellence. The OE Plan is the road map to continuous improvement and will evolve as KCE implements and executes the Plan.

## The King County Elections Organization – Today and Tomorrow

Based on our experience and observations in working with KCE, it is the overall opinion of Waldron Consultants that **KCE leadership and staff have achieved a cultural transformation**. Compared to one year ago, we observe that people in the organization are:

- More confident, open, and energetic.
- More systematic in problem-solving.
- More proactive in planning and communication.
- More resilient in addressing issues and change.

Waldron's major consulting activities supported the KCE organization with facilitation, advice, and training as leadership and staff accomplished the following:

- Conducted the work of the Vote-by-Mail Transition Leadership Team with emphasis on coordinated project management, shared understanding of project priorities, coordinated messaging, and effective use of time.
- Systematically debriefed elections in order to build on what went well, identify needed improvements, develop action plans, and assign responsibilities going forward.



- Supported seventeen managers, supervisors, and lead staff by providing individual coaching on leadership, management practices, skill development, and preparation of individual development plans by the seventeen staff and their supervisors.
- Enabled and encouraged 25 to 30 managers, supervisors, leads, and other staff to participate interactively in *Leadership University Training Sessions* on organization structure, conducting effective meetings, change management and resiliency, and media relations.
- Assessed the organization's goals, roles, decision-making, team dynamics, communication, and benchmarks for measuring results.
- Analyzed the flow of elections work between individual work groups in order to improve key hand-offs and emphasize an organization-wide view.
- Refreshed the organization's *Mission & Guiding Principles* to reflect progress and new leadership, and to invigorate KCE beliefs and practices going forward.
- Became more proactive in engaging stakeholders in the transition to Vote-by-Mail, and in outreach overall.
- Stressed integrated management, role clarity, proactive problem-solving, accountability, and on-time delivery.

From our experience in supporting and participating in the above activities, it is the opinion of Waldron Consultants that KCE has established a strong foundation on which to further build high performance:

- **Trust is high**

Staff at all levels are now open in raising issues, concerns, and ideas, apparently without fear of being shut down or viewed negatively by others. An exploratory, problem-solving atmosphere prevails.

- **Conflict is dealt with constructively**

Discussion of differences now largely focuses on issues and interests, and does not become emotional and personal. Also, staff better understand the stages of group development and are more skilled at working within groups to achieve results.

- **Commitment is strong**

Staff work long, hard days conducting elections, but also have energetically worked to improve the organization and the quality of results.



- **Accountability is clear**

Clarifying roles and responsibilities has become routine in matters such as Vote-by-Mail transition planning, election debriefs, process hand-off analysis, and change management. Individuals take ownership and hold each other accountable.

- **Attention to results is constant**

Leaders and staff are strongly oriented to achieving the desired results. All recent elections have been 100% reconciled.

KCE has established six new, key systems that will greatly help the organization continue to push its performance to higher levels:

- A refined process for debriefing elections enables staff to systematically build on what went well, identify needed improvements, develop action plans, assign responsibilities, and track progress.
- A new approach for analyzing the impacts of change helps staff mitigate risks and remove barriers to implementation, and helps maintain positive morale and build resiliency. The approach encompasses:
  - Gathering data.
  - Assessing risks.
  - Identifying and evaluating mitigation options.
  - Developing action plans.
  - Assigning responsibilities.
- A comprehensive communications approach consists of three communication plans:
  - An updated media plan is being carried out to convey pertinent information to voters – remain open, transparent, and accountable and communicate in a crisis.
  - A new *Outreach Accountability Plan* further organizes the approach to identifying stakeholders and interests, selecting applicable outreach tools and activities, tracking information shared, and monitoring messages conveyed.
  - An internal communication plan for the transition to Vote-by-Mail is in place to disseminate information and broad organization messages to all staff effectively, considering their focused attention on election schedule deadlines.
- A new *KCE Passport Program* will be structured to enhance on-boarding for timely and consistent assimilation of new employees.
- A *Question & Issues Tracking System* will improve consistency and timeliness of responses, and provide a database for input to various agency performance benchmarks.





- The OE Plan itself is the centerpiece, drawing together all elements of KCE's work and establishing goals, benchmarks for measuring progress, and accountability for results.

## Issues and Risks Going Forward

In the opinion of Waldron Consultants, there are several major issues and risks as we look to the future:

- It has been publicly acknowledged that there is a lot on KCE's plate between now and December 2008. Even though the move to Renton and the transition to Vote-by-Mail are positive, the work load is heavy. Limited reserve capacity is available for distractions, either internal or external, particularly those that result in a shift in focus from the transition to Vote-by-Mail. Loss of focus will jeopardize the transition to Vote-by-Mail and the successful results KCE has achieved so far.
- Resources for KCE must be sufficient. Past reviewers have called for sufficient resources to improve KCE, and subsequent strong commitment has delivered strong results to date. This support must not lessen if positive results are to continue. Now is the time for KCE to take stock and reassess the resources needed for the transition to Vote-by-Mail – staffing, possible consulting support for immediate help needed to maintain the Vote-by-Mail schedule, equipment, and financial resources necessary to pay for the foregoing.
- KCE communication with the King County Executive, King County Council, Citizen Elections Oversight Committee (CEOC), and public must be effective to maintain confidence and momentum, and to continue building the idea of shared responsibility for success articulated by the CEOC in 2006.
- KCE leadership must continue to work hard at focusing on an integrated view of the organization. It is natural for people to gravitate toward working in silos; however, KCE's work on process mapping and communication has highlighted the importance of attention to the whole. This approach has resulted in the development of more comprehensive policies and procedures to mitigate the risk of error. The 100% reconciliation of recent elections is a good indicator of their level of performance.
- In order to have the capacity and expertise to successfully implement Vote-by-Mail, become increasingly effective, and sustain good performance, it is essential that KCE maintain a sufficient level of staffing and knowledge capital. This is especially important between now and the November 2008 general election. As stressed by the CEOC, a full leadership team is critical. In addition to the REALS Director and Superintendent of Elections, the Program Managers and supervisors are responsible for:
  - The transition to Vote-by-Mail.
  - The ongoing core election processes.



- The security, communication, information technology, and quality assurance components required to support the core elections processes.

Proactive steps are important to staff retention, especially in light of the move to Renton. Transportation options, work schedule options, training, individual development planning, and recognition programs are examples of such steps.

- The Citizen Election Oversight Committee recommended that KCE become its own Division within King County government. We agree that this change should be considered. In the current environment, elections work requires the full attention of top management and KCE's support services, and competing issues are especially problematic during critical election periods.
- Finally, King County voters may soon be deciding whether the leader of KCE should be an elected official (the current director is appointed). If the result is a new leader for the organization, we would urge that person to become fully informed about recent organizational effectiveness efforts. Further, we would urge that a transition plan be developed to address the time, resources, and full staff engagement necessary for minimizing any loss of productivity and continuing to build on recent improvements.

## **Final Progress Report**

This Final Assessment Report constitutes Waldron & Company's final progress report on Phase II Organizational Effectiveness consulting for King County Elections. All three services within the Waldron scope of work under Contract #T02425T are complete:

- Transition Planning for Vote-by-Mail.
- Management / Leadership Development.
- Organizational Effectiveness Plan.

Below are highlights of each completed service.

### **Transition Planning For Vote-by-Mail**

Waldron Consultants facilitated work of the Transition Leadership Team (TLT) and Transition Manager in a coordinated approach to transition planning. In meeting major milestones, KCE has delivered its required reports on-time:

- Vote-by-Mail Transition Report – February 15, 2007.
- Business case recommendation for upgrading the ballot tabulation system – March 30, 2007.



- Business case recommendation for a ballot tracking and accountability solution – May 15, 2007.
- Regional Voting Center Consulting Group (chaired by the REALS Director) recommendations on regional voting center and ballot drop box locations – July 27, 2007.
- Regular, quarterly reports to the King County Council.

This recent track record has helped establish a new ethic within KCE of on-time delivery.

Over the past two years, a great deal of assessment work was completed by KCE and outside organizations such as the Citizens Elections Oversight Committee, Elections Center, Office of the Secretary of State, and the Independent Task Force on Elections. Waldron Consultants worked with KCE as they addressed all the recommendations. Any resultant activities that are ongoing, along with more recent priorities, are now included within detailed work plans for KCE work units and the OE Plan.

## **Management / Leadership Development**

### **KCE Coaching Program**

Seventeen KCE managers and supervisors participated in the KCE Management/Leadership Coaching Program and KCE Leadership University.

Coaching participants completed an assessment tool called Profiles XT, which enhanced the level of individual self-awareness and team-awareness. Incorporating the assessment information, Waldron Consultants worked with coaching participants as they created individual development plans. The development plans address the following:

- Team building within work units and with peers.
- Supervising and developing staff.
- Clarifying roles, responsibilities, and expectations.
- Improving technical and management skills.
- Communicating effectively.
- Taking initiative.

These plans were discussed with supervisors for feedback and support for proceeding. Ongoing coaching to review progress on development plans continues through August 30, 2007. In addition, the OE Plan outlines ongoing coaching to continue during the transition to Vote-by-Mail through 2008.



## **KCE Leadership University**

The opportunity for managers and supervisors in KCE to learn together as a group is an important component of management and leadership development highlighted in the OE Plan. A total of 25 to 30 managers, supervisors, lead staff, and others participated in the Leadership University training sessions.

The REALS Director worked with Waldron Consultants over the past year to create a timely and targeted curriculum for KCE utilizing the Leadership University model. The curriculum is designed to support KCE organizational effectiveness work and supplements the training currently offered within King County.

The KCE Leadership University is a forum for the leadership team to learn together, take time to reflect, discuss real-world issues, and problem-solve together. It also provides a significant opportunity to focus on team building within work units and with peers. Five Leadership University sessions were conducted covering the following topics:

1. KCE Coaching Program and Team Profile (October 17, 2006).
2. Organization Structure and Effective Meetings (January 29, 2007).
3. Media Training (February 26, 2007).
4. Leadership Agility – Understanding, Managing, and Initiating Change (March 26, 2007).
5. Revising the *Mission & Guiding Principles* and review the *Elections Process Hand-off Map* (June 18, 2007).

The OE Plan outlines a schedule for ongoing sessions of KCE Leadership University to continue during the transition to Vote-by-Mail and through 2008.

## **Organizational Effectiveness Plan**

The OE Plan is designed to accomplish the strategy of transitioning to Vote-by-Mail, with proactive and committed leadership driving integrated work plans with measurable results. While the OE Plan establishes ownership at the highest levels of KCE, it intends to have the whole organization own the elections process.

The OE Plan begins with a refreshed statement of KCE's *Mission & Guiding Principles*. It goes on to include key accomplishments, goals for the future, benchmarks for achieving excellence, lead and shared responsibilities, and action steps. The Plan elements are as follows:

- **Strategy**  
Transition to Vote-by-Mail and pro-active leadership.
- **Culture**  
Philosophy, attitudes, and behavior.



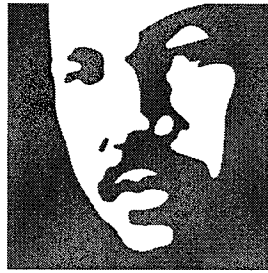
- **Core Processes**  
The defining work of KCE in conducting elections.
- **Systems**  
Communication, staff development, and budget.
- **Structure**  
How people and facilities are organized.
- **Environment**  
Public expectations, legislative requirements, new technologies, and financial resources.

It is important to note that the OE Plan focuses on an integrated approach across KCE work units. At the request of the REALS Director, significant work was completed to identify key hand-offs within the overall election process. The result is an *Elections Process Hand-off Map* which will be used by KCE as a tool for depicting progress and reflecting any new hand-off issues that may arise.

## **Conclusion**

KCE leadership and staff have achieved a cultural transformation and established new systems for continuous improvement. Management and leadership development has strengthened collaboration, responsiveness, ownership, and results. The transition to Vote-by-Mail is proceeding in a coordinated, integrated manner. Drawing all that work together, the KCE Organizational Effectiveness Plan provides the foundation for further building and sustaining high performance over the long term.





# **King County Elections**

## **Organizational Effectiveness Plan**

**August 15, 2007**

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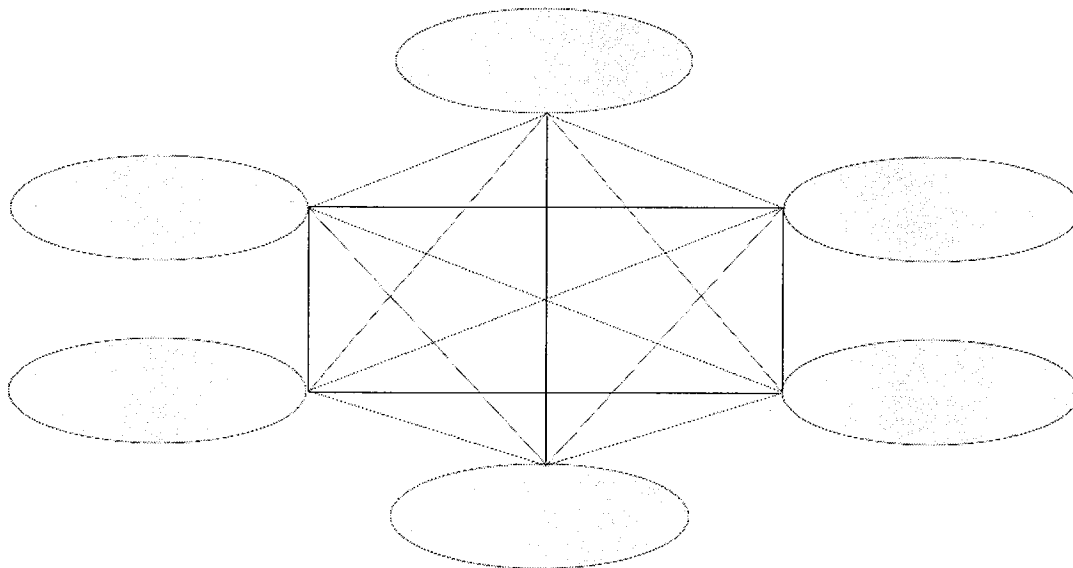
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## Overview

Organizational Effectiveness is driven by:

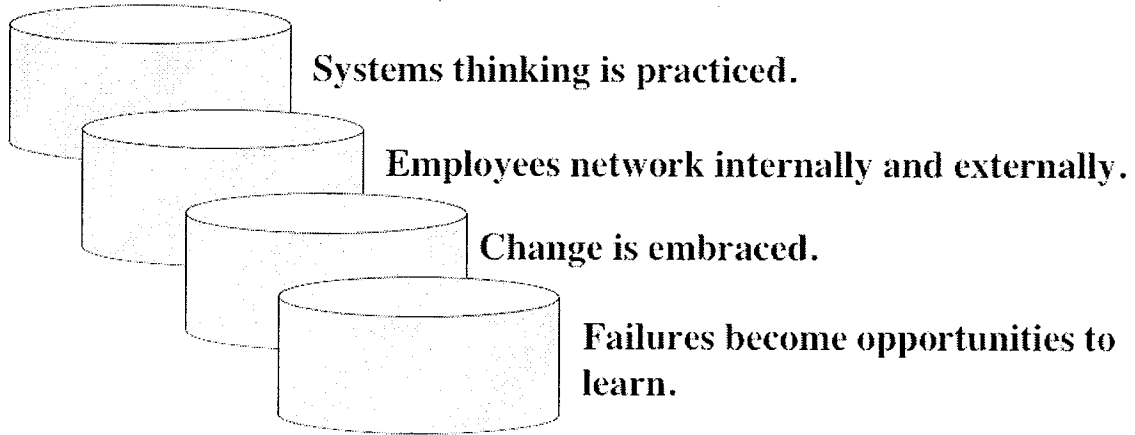
- A mission that motivates people.
- Clear strategies to achieve that mission.
- Organizational processes and structure aligned with the strategies.
- A culture that supports high performance by individuals and teams.
- The capacity to embrace change.

The Organizational Effectiveness Plan (OE Plan) developed by King County Elections (KCE) and Waldron & Company is prefaced by a refreshed statement of KCE's *Mission & Guiding Principles* to reflect recent improvements and new leadership. The OE Plan itself stresses the integration of its elements as depicted below:





The OE Plan also stresses continuous improvement as a learning organization:



The OE Plan draws together all of KCE's work on building and sustaining a high performing organization, and includes benchmarks for excellence. The OE Plan is the "road map" to continuous improvement and will evolve as KCE implements and executes the plan.

## Mission & Guiding Principles

### Mission Statement

By conducting accurate, secure, and accessible elections, we provide an opportunity for the people of King County to participate in their government.

### Guiding Principles

At King County Elections we PLEDGE that we will:

**P**lan ahead and continuously improve our efficiency and our effectiveness.

**L**isten and learn from the public and each other to facilitate open and timely communication.

**E**ducate the public and each other about election processes.

**D**edicate ourselves to democracy by conducting fair and impartial elections.

**G**uide each other to fulfill our mission with excellence.

**E**ncourage everyone's contribution for the success of our team.



# STRATEGY

## Overview

A well-developed strategy guides an organization like a ship's rudder in a stormy sea. Strategy is defined as the being or character of an organization, describing who we are and how we want to operate. It includes the organization's mission and guiding principles. A clear strategy helps to transform a typical workplace into one that inspires and commits people to do their best to become a high-performing organization.

There are three parts to KCE strategy: 1) Transition to Vote-by-Mail elections, 2) Operating plans that define staff roles and responsibilities in support of the transition to Vote-by-Mail, and 3) Proactive leadership committed to developing and maintaining a high performance team.

## Goals

### 1.1 Transition to Vote-by-Mail:

Complete the transition to Vote-by-Mail in King County with the special election scheduled for April 2008.

### 1.2 Planning:

Ensure the successful transition to Vote-by-Mail through integration of work unit plans and strategic accountability reviews.

### 1.3 Leadership:

Demonstrate the proactive and committed leadership needed to support a sustained effort in continuously improving the system by which elections are conducted.



## Key Accomplishments: Strategy

KCE's Key Strategic accomplishments for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly.

First Quarter / Second Quarter 2007	
<ul style="list-style-type: none"> <li>Refined the Organizational Effectiveness (OE) Plan and benchmarks as key decisions were made regarding the transition to Vote-by-Mail.</li> <li>Developed an 18-month schedule for implementing key initiatives in the OE Plan, to begin in September 2007.</li> <li>Developed and updated comprehensive work plans for each work unit with specific performance measures identified as appropriate to support the OE Plan and benchmarks.</li> <li>Reviewed and integrated the remaining recommendations from the <i>Updated Elections Recommendation Matrix</i> into work unit plans.</li> <li>Conducted the work of the Vote-by-Mail Transition Leadership Team with emphasis on coordinated project management, shared understanding of project priorities, coordinated messaging, and effective use of time.</li> <li>Many staff participated in KCE Leadership University training sessions and seventeen managers, supervisors, and leads were supported with individual coaching.</li> </ul>	<ul style="list-style-type: none"> <li>The <i>Vote-by-Mail Transition Report</i> was submitted to King County Council on February 15, 2007.</li> <li>A <i>Business Case</i> for ballot tabulation solutions was submitted to King County Council on March 30, 2007.</li> <li>A <i>Business Case</i> for ballot tracking and accountability was submitted to King County Council on May 15, 2007.</li> <li>Recommendations for Regional Voting Center (RVC) and Ballot Drop Box locations were submitted to the King County Council by the RVC Consulting Group on July 27, 2007.</li> </ul>
Third Quarter 2007	
Fourth Quarter 2007	



## 1. STRATEGY

Goals	Benchmarks & Target Dates	Ownership
<p><b>1.1 TRANSITION TO VOTE-BY-MAIL</b></p> <p>Complete the transition to <b>Vote-by-Mail</b> in King County with the special election scheduled for April 2008.</p>	<ul style="list-style-type: none"> <li>• Final Vote-by-Mail transition plan completed. (12/31/07)</li> <li>• Implementation of Vote-by-Mail completed. (04/04/08)</li> <li>• Certification of first all Vote-by-Mail election.</li> <li>• Public reports smooth transition, as reflected in the <i>Question &amp; Issues Tracking System</i> implemented. (Q2/2008)</li> <li>• Staff feedback indicates Vote-by-Mail process implemented smoothly. (Q2/2008)</li> <li>• KCE converts polling place processes to Regional Voting Center and Ballot Drop Box locations and processes.</li> <li>• Ballot tabulation improvements implemented; first all-mail election achieves targets for accuracy.</li> <li>• Ballot tracking and accountability equipment and procedures implemented; first all-mail election achieves targets for accuracy.</li> <li>• Changes to election reporting and certification processes for Vote-by-Mail completed.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• VBM Transition Manager</li> <li>• All Election Section Staff</li> </ul>



## Action Items

- Integrate, coordinate, and monitor the schedules and activities related to the Vote-by-Mail transition, the move to Renton, and on-going elections.
- Mitigate implementation risks across all change schedules.
- Reevaluate resource requirements for implementing the transition to Vote-by-Mail.
- Set target dates for implementation, overall and phased by work area, for each work unit to support the overall Vote-by-Mail transition schedule.
- Transition Leadership Team continues to meet and guide the Vote-by-Mail work.
- Monitor integrated work unit plans to guide Vote-by-Mail implementation at the operational level.
- Proactively communicate internally and externally.
- Support King County Council review of recommendations of the Regional Voting Center Consulting Group.



**1. STRATEGY (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>1.2 PLANNING</b></p> <p>Ensure the successful transition to Vote-by-Mail through integration of work unit plans and strategic accountability reviews.</p>	<ul style="list-style-type: none"> <li>Regular management review of schedules, resources, and work plans to be performed weekly, monthly, and quarterly.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>Program Managers</li> <li>Technical Services Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>Quality Assurance Coordinator</li> <li>Supervisors</li> </ul>

**Action Items**

- Each Program Manager conducts weekly reviews of progress on work plans.
- Conduct monthly review of progress on work plans in regular meetings with REALS Director, Superintendent of Elections, and Program Managers.
- Conduct monthly and quarterly reviews of achievement against OE Plan benchmarks (REALS Director, Superintendent of Elections, and Program Managers).
- Continue to update business and work plans, including implementation steps.



1. STRATEGY (continued)		
Goals	Benchmarks & Target Dates	Ownership
<p><b>1.3 LEADERSHIP</b></p> <p>Demonstrate proactive and committed leadership needed to support a sustained effort in continuously improving the system by which elections are conducted.</p>	<ul style="list-style-type: none"> <li>Staff feedback indicates committed leadership, effective manager-staff relations, continuous improvement, and strong teams. (06/01/08)</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>Program Managers, Supervisors, and Leads</li> </ul>

### Action Items

- Develop and implement the first phase of the mentoring program for the training and orientation of new staff utilizing a new KCE Passport Program by September 2007.
- Develop and implement the second phase of the mentoring program to assign mentors for Supervisors and above.
- Develop the curriculum and schedule five KCE Leadership University sessions for team building, leadership development, and problem solving for October 2007 and January, April, July, and October 2008.
- Schedule five Election Debriefing meetings for September and December 2007 as well as May, September, and December 2008.
- Provide ongoing individual and team coaching, as needed and determined by the REALS Director and Superintendent of Elections.





# CULTURE

## Overview

An organization's culture is the net result of many individuals' behavior, attitudes, and belief systems, modeled by leadership, and passed down through time. Culture is the organization's true philosophy and values based on what people actually practice.

## Goals

### 2.1 Organizational Culture:

Cultivate an organizational culture that inspires ownership and accountability in the administration of accurate, secure, and efficient elections.



## Key Accomplishments: Culture

Key accomplishments by KCE in support of Culture for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly.

First Quarter / Second Quarter 2007	Third Quarter 2007
<ul style="list-style-type: none"> <li>• King County leadership and staff have achieved a cultural transformation through the dedication of elections staff and their development work on the organization through continual self-evaluation and emphasis on attributes of high-performing teams. KCE Leadership University has been a critical supporting factor to this process.</li> <li>• Refreshed the <i>KCE Mission &amp; Guiding Principles</i> to better reflect the beliefs and new leadership of the organization.</li> </ul>	<p style="text-align: center;">Fourth Quarter 2007</p>



2. CULTURE		
Goals	Benchmarks & Target Dates	Owners
<p><b>2.1 ORGANIZATIONAL CULTURE</b></p> <p><b>Cultivate an organizational culture that inspires ownership and accountability in the administration of accurate, secure, and efficient elections.</b></p>	<ul style="list-style-type: none"> <li>Staff feedback indicates majority agreement that guiding principles are practiced at KCE. (06/30/08, and annually thereafter.)</li> <li><i>Question &amp; Issues Tracking System</i> data reflect that staff is working in alignment with their guiding principles to fulfill the KCE mission.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>Administrative Services Manager</li> <li>All Election Section Staff</li> </ul>

### Action Items

- Review and discuss the refreshed *Mission & Guiding Principles* with all KCE staff by September 30, 2007.
- Incorporate the *Mission & Guiding Principles* as a segment for training and orienting new employees by September 30, 2007.
- Incorporate the *Mission & Guiding Principles* into the performance management system for staff at all levels.
- Establish and align recognition and rewards to acknowledge goals and behaviors that support KCE's organizational culture.
- Incorporate regular reviews of progress on KCE Organizational Culture Goal 2.1 using the benchmarks outlined in this section, beginning in June 2008.



# CORE PROCESSES

## Overview

Core processes are defined as the major flow of work through an organization.

KCE's core processes are:

- Voter registration.
- Candidate resolution and filing.
- Ballot building, printing, and insertion for mailing.
- Logic and accuracy testing of equipment.
- Ballot processing and tracking.
- Ballot tabulation.
- Election canvassing.
- Election reporting leading to certification.

Significant changes in core processes will be needed to support the transition to Vote-by-Mail. Integrating hand-offs between units will be critical to seamless execution.

## Goals

### 3.1 Vote-by-Mail Process:

Integrate KCE work unit hand-offs in order to seamlessly execute the transition to Vote-by-Mail.

### 3.2 Security:

As Vote-by-Mail changes are implemented, ensure the integrity and security of elections by incorporating each layer of security in the *King County Elections Security Plan*:

- Technical & Systems.
- Legal & Procedural.
- Physical & Personnel.



## **Goals (continued)**

### **3.3 Voters Services:**

Maintain high quality voter registration systems and processes to ensure accurate voter records. Synchronize hand-offs with other KCE work units for maximum efficiency.

### **3.4 Election Operations:**

Provide high quality service to candidates, jurisdictions, and voters. Synchronize hand-offs with other KCE work units for maximum efficiency.

### **3.5 Mail Ballot Processing & Delivery:**

Streamline ballot processing and minimize ballot production errors to ensure the integrity of the election process. Synchronize hand-offs with other KCE work units for maximum efficiency.

### **3.6 Information Technology:**

Complete the testing and installation of elections hardware, software, and processes necessary for successful Vote-by-Mail elections.

### **3.7 Vendor Management & Performance:**

Ensure that vendor performance meets standards for the expected reliability and integrity of the election process.



## Key Accomplishments: Core Processes

Key accomplishments in support of Core Processes for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly by KCE staff.

First Quarter / Second Quarter 2007	Third Quarter 2007
<ul style="list-style-type: none"> <li>• An <i>Elections Process Hand-off Map</i> reflecting the current, or "as-is," election processes was developed in order to identify and highlight:               <ul style="list-style-type: none"> <li>○ Hand-offs where clarity and resolution are required to increase efficiency.</li> <li>○ Hand-offs and processes that require significant change due to the implementation of Vote-by-Mail.</li> </ul> </li> <li>• Washington Secretary of State, Washington Department of Licensing, U.S. Social Security Administration, and King County Licensing data sharing resulted in improved voter registration accuracy.</li> </ul>	<p style="text-align: center;">Fourth Quarter 2007</p>



### 3. CORE PROCESSES

Goals	Benchmarks & Target Dates	Ownership
<p><b>3.1 VOTE-BY-MAIL PROCESS</b></p> <p><b>Integrate KCE work unit hand-offs in order to seamlessly execute the transition to Vote-by-Mail.</b></p>	<ul style="list-style-type: none"> <li>• All preparation and implementation of the transition to Vote-by-Mail completed. (04/04/08)</li> <li>• <i>Question &amp; Issues Tracking System</i> is in place; reports available for use in refining Vote-by-Mail implementation.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• VBM Transition Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• All Election Section Staff</li> </ul>

#### Action Items

- Resolve currently identified election process hand-off issues and regularly update the *Election Process Hand-off Map*. (The February 2008 and October 2008 Leadership University sessions are expected to serve as the venue for these updates.)
- Identify and address additional hand-off issues and changes in operations processes needed to support Vote-by-Mail.
- Implement Regional Voting Centers and Ballot Drop Boxes. (See Goal 3.4, Election Operations.)
- Make ballot tabulation improvements per King County Council Motion 2007-0402. (See Goal 3.5, Mail Ballot Processing & Delivery.)
- Implement King County Council policy direction on ballot tracking and accountability. (See Goal 3.5, Mail Ballot Processing & Delivery.)
- Revise election reporting and certification processes for Vote-by-Mail. (See Goal 3.5, Mail Ballot Processing & Delivery.)
- Implement the recommended *Question & Issues Tracking System*. (See Goal 3.3, Voter Services.)
- Update policies and procedures to support the process changes for Vote-by-Mail. (KCE to establish specific dates for review and implementation of changes.)



**3. CORE PROCESSES (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>3.2 SECURITY</b></p> <p>As Vote-by-Mail changes are implemented, ensuring the integrity and security of elections by incorporating each layer of security in the <i>King County Elections Security Plan</i>:</p> <ul style="list-style-type: none"> <li>• Technical &amp; Systems.</li> <li>• Legal &amp; Procedural.</li> <li>• Physical &amp; Personnel.</li> </ul>	<p>During Elections:</p> <ul style="list-style-type: none"> <li>• All security issues are addressed and reported.</li> <li>• All Security Plan procedures are followed and documented.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• Technical Services Manager</li> <li>• Program Managers</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• All Election Section Staff</li> </ul>

**Action Items**

- Maintain and update the comprehensive *Security Plan* in consultation with the Secretary of State, other election administrators, King County Sheriff's Office, observers, security experts, vendors, and the public.
- Strengthen the *Security Plan* through independent, expert, outside review.
- Consistently train staff across all work units on the *Security Plan* and its rationale, including security procedures. (See Goal 4B, Systems: Staff Development.)
- Implement security review for voter registration, ballot printing, ballot mailings and returns, Regional Voting Center and Drop Box voting, and ballot tabulation for Vote-by-Mail.





**3. CORE PROCESSES (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>3.3 VOTER SERVICES</b></p> <p>Maintain high quality voter registration systems and processes to ensure accurate voter records.</p> <p>Synchronize hand-offs with other KCE work units for maximum efficiency.</p>	<ul style="list-style-type: none"> <li>• The <i>Question &amp; Issues Tracking System</i> reports provide a baseline for ongoing monitoring of voter registration issues.</li> <li>• Election debriefs regularly evaluate, measure, and demonstrate improvement.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• Voter Services</li> <li>• Program Manager</li> <li>• Voter Services</li> <li>• Supervisor</li> <li>• Technical Services Manager &amp; Staff</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> </ul>

**Action Items**

- As identified in the *Election Process Hand-off Map* (Goal 3.1, Vote-by-Mail Process), address any Voter Services hand-off issues by January 2008.
- Develop and implement a standardized system to track and manage all incoming inquiries, concerns, and issues for all Program Areas by April 2008.
- Continue to improve accuracy of voter records to specified standards using continuous quality improvement methods.
- Establish and maintain daily quality control procedures for all core processes.



3. CORE PROCESSES (continued)		
Goals	Benchmarks & Target Dates	Ownership
<p><b>3.4 ELECTION OPERATIONS</b></p> <p>Provide high quality service to candidates, jurisdictions, and voters.</p> <p>Synchronize hand-offs with other KCE work units for maximum efficiency.</p>	<ul style="list-style-type: none"> <li>Election debriefs regularly evaluate, measure, and demonstrate improvement.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>Election Operations Program Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> </ul>

### Action Items

- As identified in the *Election Process Hand-off Map* (Goal 3.1, Vote-by-Mail Process), address any Election Operations hand-off issues by January 2008, including:
  - DIMS ownership and management.
  - Supplies and equipment handling and ownership.
- Implement the approved plan for Regional Voting Centers and Ballot Drop locations.
- Communicate procedures to all staff and train as needed on additional procedures. (See Goal 4B, Systems: Staff Development.)
- Consider developing surveys for candidates, jurisdictions, and voters to establish a baseline of performance.
- Address external coordination issues regarding:
  - Communication and services with vendors.
  - Exchange of information with jurisdictions.
  - Information to candidates.



**3. CORE PROCESSES (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>3.5 MAIL BALLOT PROCESSING &amp; DELIVERY</b></p> <p><b>Streamline ballot processing and minimize errors to ensure the integrity of the election process.</b></p> <p><b>Synchronize hand-offs with other KCE work units for maximum efficiency.</b></p>	<ul style="list-style-type: none"> <li>• 100% of ballots comply with established quality control standards. (01/01/08)</li> <li>• &lt; 50 errors per million for inbound ballot processing (with the ultimate goal of &lt; 3.4 errors per million)</li> <li>• Election debriefs regularly evaluate, measure and demonstrate improvement.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• MBP Program Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> </ul>

**Action Items**

- As identified in the *Election Process Hand-off Map* (Goal 3.1, Vote-by-Mail Process), address ballot tracking and accountability processes and hand-off issues by January 2008.
- Establish quality control procedures for ballot proofing and checking.
- Document ballot processing procedures and update for each election, or as needed.
- Implement approved *Ballot Tracking & Accountability Plan* for transition to Vote-by-Mail.
- Implement approved *Ballot Tabulation Equipment Plan* for transition to Vote-by-Mail.
- Implement control procedures for printing ballots on request.
- Document Logic and Accuracy test procedures and implement consistently in all elections.
- Implement enhanced control, accounting, and monitoring of the ballot production process.

3. CORE PROCESSES (continued)		
Goals	Benchmarks & Target Dates	Ownership
<p><b>3.6 INFORMATION TECHNOLOGY</b></p> <p>Complete the selection, testing, and installation of elections hardware, software, and processes necessary for successful transition to Vote-by-Mail elections.</p>	<ul style="list-style-type: none"> <li>Authorized users have timely access to only hardware and software as necessary and when needed.</li> <li>No security violations.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>Technical Services Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>Transition Leadership Team</li> </ul>

**Action Items**

- As identified in the *Election Process Hand-off Map* (Goal 3.1, Vote-by-Mail Process), address IT processes and hand-off issues by January 2008.
- Apply standards for selected hardware and software.
- Implement system of monitoring response and resolution time.



3. CORE PROCESSES (continued)		
Goals	Benchmarks & Target Dates	Ownership
<p><b>3.7 VENDOR MANAGEMENT &amp; PERFORMANCE</b></p> <p>Ensure that vendor performance meets standards for the expected reliability and integrity of the election process.</p>	<ul style="list-style-type: none"> <li>Develop vendor performance and communication standards as necessary.</li> <li>100% of appropriate staff trained in the standards used to measure vendor performance.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>KCE Program Managers</li> <li>Superintendent of Elections</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>Work Unit Supervisors</li> </ul>

**Action Items**

- Develop and provide staff with comprehensive guidelines to manage vendor contracts effectively across the organization.



# SYSTEMS

## Overview

Systems are defined as mechanisms through which an organization coordinates work practices and develops employees. This section includes KCE's communication, staff development, and budget systems.

## Goals

### 4.1 Internal Communications:

Implement the internal communication plan using a variety of communication tools to ensure that KCE staff are pro-actively informed, and feel ownership of the election process.

### 4.2 External Communications:

Implement the external communication plans so key stakeholders and the public will be informed, educated, and prepared to participate in elections.

### 4.3 Media Communications:

Implement media plans to ensure election messages are relayed to the media in a timely and accurate manner so they can inform and educate the public, and help prepare voters to participate in elections.

### 4.4 Performance Evaluation & Feedback:

Implement performance and accountability measures that are aligned with the organization's mission, goals, and guiding principles.

### 4.5 Recognition Practices:

Implement formal and informal recognition practices to reinforce cultural values and acknowledge exemplary behavior.

### 4.6 Recruitment, Selection, & Retention:

Monitor and update recruiting policies, processes, and procedures as necessary to ensure generation of qualified and diverse talent pools.



## Goals (continued)

### 4.7 Training & Development:

Implement appropriate training opportunities and resources for all KCE staff, including training for the transition to Vote-by-Mail.

### 4.8 Budget Systems:

Ensure that funds and resources necessary to run elections are appropriately requested, funded, and managed.



## Key Accomplishments: Systems

Key accomplishments in support of Systems for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly by KCE staff.

First Quarter / Second Quarter 2007	Third Quarter 2007
<ul style="list-style-type: none"> <li>• Five Leadership University sessions were held in the first six months of 2007:               <ul style="list-style-type: none"> <li>○ KCE Coaching Program and Team Profile (October 17, 2006).</li> <li>○ Organization Structure and Effective Meetings (January 29, 2007).</li> <li>○ Media Training (February 26, 2007).</li> <li>○ Leadership Agility – Understanding, Managing, and Initiating Change (March 26, 2007).</li> <li>○ Revising the <i>Mission &amp; Guiding Principles</i> and refining the <i>Election Process Hand-off Map</i> (June 18, 2007).</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Compared to a year ago, meetings are more effective due to consistently using an agenda, establishing a clear meeting purpose, ensuring that the right people are attending, and providing follow-up feedback/communication to work group teams.</li> <li>• Issues and solutions are being brought up and discussed in a proactive and collaborative way, allowing for quicker action and better solutions being implemented.</li> </ul>	<p style="text-align: center;">Fourth Quarter 2007</p>





**4A. SYSTEMS: COMMUNICATION**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.1 INTERNAL COMMUNICATIONS</b></p> <p>Implement the internal communication plan using a variety of communication tools to ensure that KCE staff are proactively informed, and feel ownership of the election process.</p>	<ul style="list-style-type: none"> <li>• A baseline is established for measuring staff feedback on the level, frequency, completeness, and effectiveness of communication to employees. (06/30/08)</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• All Election Section Staff</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• Communications Manager</li> </ul>

**Action Items**

- Use multiple methods to foster open, two-way communication and keep staff at all levels of the organization informed about important activities relevant to KCE (ongoing).
  - These may include but are not limited to:
    - Monthly internal newsletter update/email from REALS Director.
    - Updates as needed from REALS Director.
    - Internal memos from Program Managers as needed.
    - Telephone scripts to help staff prepare and respond consistently to issues. These should be distributed to all staff, even if they are not directly involved in public contact about the issue.
    - Distribution of news articles with information about KCE's responses and messages.
  
- Convene a kick-off meeting prior to each upcoming election with a clear "charge" and rallying message to employees. Share key information, messages, focus, and direction for each election with staff as well as performance expectations. Distribute FAQs and a one-page communication sheet with key messages related to each upcoming election.
  
- Provide all staff with a copy of the media guidelines, procedures, and the crisis communications plan to review and be aware of their roles.



### **Action Items (continued)**

- Conduct periodic informal focus groups with staff to determine their level of understanding and to determine if they feel KCE has made every effort to educate and inform them so they can help reach the public, and that they feel they can help all external audiences feel confident in the elections process as a result. Determine what works and what needs improvement. Incorporate this feedback in follow-up internal communication efforts (ongoing June to September 2007).



**4A. SYSTEMS COMMUNICATION (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.2 EXTERNAL COMMUNICATIONS</b></p> <p><b>Implement the external communication plans so the public and stakeholders will be informed, educated, and prepared to participate in elections.</b></p>	<ul style="list-style-type: none"> <li>• Prior to each election, information is distributed to the public and identified stakeholder groups.</li> <li>• <i>Question &amp; Issues Tracking System</i> provides a baseline for evaluation of KCE communications to the voting public (06/30/08).</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• Communications Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• All Election Section Staff</li> </ul>

**Action Items**

- Update the *Outreach Accountability Plan*, which identifies stakeholders and key issues in which they are interested. Make contact with each group in September 2007, updating them on King County Council actions and next steps, and encouraging groups to share this information with their membership/organization (ongoing).
- By September 2007, begin implementation of outreach to key stakeholders. Assign and train key staff as “ambassadors” to key stakeholders to assure consistent and regular liaison, and provide a point of contact for that organization as issues arise.
- Prepare and implement key stakeholder outreach for each upcoming election with informational materials (i.e., FAQs, letters, email updates, and other information as needed) to keep these groups engaged and informed (ongoing).
- Schedule a tabletop practice annually and as otherwise needed.



4A. SYSTEMS: COMMUNICATION (continued)

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.3 MEDIA COMMUNICATIONS</b></p> <p>Implement media plans to ensure election messages are relayed to the media in a timely and accurate manner so they can inform and educate the public and help prepare voters to participate in elections.</p>	<p>For all of elections (timeline depending on special, primary, or general):</p> <ul style="list-style-type: none"> <li>• Customized <i>Media Plan</i> is implemented for each election.</li> <li>• Ensure staff members who are responsible for public contact via phone, at desk, or at meetings are trained to be responsive and consistent.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• Communications Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• KCE Program Managers</li> <li>• Administrative Services Manager</li> </ul>

**Action Items**

- Require staff review of media communications plan and guidelines prior to each election. Provide staff with all information necessary to implement their part in the plans.
- Conduct KCE staff training to provide the opportunity to practice key messaging, enhance skills, and increase confidence.
- Designate key spokespeople for KCE and ensure leadership are available, visible, and prepared to manage media relations prior to the election cycle.
- Continue to build relationships with reporters in traditional, ethnic, minority, and other publications and respond to inquiries promptly.
- Continue to provide up-to-date and accurate information to media outlets. Provide key staff with information to respond to phone calls, and visits by public (i.e., fact sheets, FAQs, etc.). Post as appropriate on web site (ongoing).
- Conduct focus groups, surveys, or other research with the public and stakeholders to assess their level of understanding of the elections process throughout the transition to Vote-by-Mail.



**4B. SYSTEMS: STAFF DEVELOPMENT**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.4 PERFORMANCE EVALUATION &amp; FEEDBACK</b></p> <p>Implement performance and accountability measures that are aligned with the organization's mission, goals, and guiding principles.</p>	<ul style="list-style-type: none"> <li>All staff are evaluated on-time, based on established performance management standards.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>KCE Program Managers</li> <li>Work Unit Supervisors</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>Administrative Services Manager</li> <li>Human Resources</li> </ul>

**Action Items**

- Implement the redesigned *King County Employee Performance & Accountability System* to measure and evaluate staff against the mission, goals, and guiding principles of the organization as scheduled and outlined in this new King County program.
- Create a method to measure progress against the performance evaluation and feedback goal (this may be combined with other benchmarking measures for the OE plan).



**4B. SYSTEMS: STAFF DEVELOPMENT (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.5 RECOGNITION PRACTICES</b></p> <p>Implement formal and informal recognition priorities to reinforce cultural values and acknowledge exemplary performance.</p>	<ul style="list-style-type: none"> <li>Establish a baseline for obtaining staff feedback on staff recognition practices. (06/30/08)</li> </ul>	<p><b>Primary Ownership</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Superintendent of Elections</li> <li>KCE Program Managers</li> <li>Administrative Services Manager</li> <li>Technical Services Manager</li> <li>Work Unit Supervisors</li> <li>Human Resources</li> </ul>

**Action Items**

- Design and implement recognition and reward mechanisms to reinforce exemplary performance and cultural values.
- Identify a process for measuring progress toward this goal (this may be combined with other benchmarking measures for the OE plan).



4B. SYSTEMS: STAFF DEVELOPMENT (continued)		
Goals	Benchmarks & Target Dates	Ownership
<p><b>4.6 RECRUITMENT, SELECTION, &amp; RETENTION</b></p> <p>Monitor and update recruiting policies, processes, and procedures as necessary to ensure generation of qualified and diverse talent pools.</p>	<ul style="list-style-type: none"> <li>Establish a baseline for comparing KCE staff retention to King County government averages. (01/01/08)</li> </ul>	<p><b>Primary Ownership</b></p> <ul style="list-style-type: none"> <li>KCE Program Managers</li> <li>Administrative Services Manager</li> <li>Human Resources</li> </ul> <p><b>Shared Ownership</b></p> <ul style="list-style-type: none"> <li>Superintendent of Elections</li> </ul>

### Action Items

- Document the current recruitment procedure with owners and completion timelines for each step.
- Develop an approach to evaluating the effectiveness of recruiting practices.
- Align the recruiting and hiring practices for supervisors and managers to accurately reflect the refreshed *Mission & Guiding Principles* of KCE:
  - Audit the current job descriptions for gaps related to hiring and selection.
  - Ensure policies and procedures are documented and up-to-date.
  - Target recruiting (e.g., advertising and candidate sourcing reflect updated requirements).



**4B. SYSTEMS: STAFF DEVELOPMENT (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.7 TRAINING &amp; DEVELOPMENT</b></p> <p>Implement appropriate training opportunities and resources for all KCE staff, including training for the transition to Vote-by-Mail.</p>	<ul style="list-style-type: none"> <li>• All staff trained in all critical areas determined by the Superintendent of Elections and Program Managers.</li> <li>• A comprehensive training and development tracking system is implemented in phases. (09/30/07 – 12/31/07)</li> <li>• All Program Managers are engaged in the certification programs for WA State and the Election Center.</li> <li>• All Supervisors and Leads are engaged in the certification program for WA State.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• KCE Training Coordinator</li> <li>• KCE Program Managers</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• Superintendent of Elections</li> <li>• Work Unit Supervisors</li> </ul>

**Action Items**

- Identify training needs that are currently unmet and develop a plan for filling training gaps.
- Evaluate the effectiveness of training in order to meet ongoing KCE development needs.
- Implement a comprehensive tracking system to capture training conducted for all staff and temporary workers.
- Provide training to staff and managers to ensure that the right skills, knowledge, and abilities are developed across the organization.
  - Design and deliver training using multiple modes of delivery (e.g. video, internet, DVD, classroom, role-play, etc.) to ensure the most effective learning occurs.
- Engage all Program Managers, Supervisors, and Leads in a certification process.
- Establish an engaging *Passport Program* for orienting new employees into the methods and culture of the organization.





## Action Items (continued)

- Use or supplement King County program to provide training as needed, related to the following:
  - Management training:
    - Effective Supervision
    - Performance Management & Giving Feedback
    - Recruitment & Selection, Orientation & On-boarding
    - Assertive Communication, Understanding Communication Styles
    - Employee Involvement & Decision-Making Authority
    - Leading & Managing Teams
    - Coaching & Mentoring
    - Goal-Setting
  - Technical training:
    - Systems security
    - Applications.



**4C. SYSTEMS BUDGET**

Goals	Benchmarks & Target Dates	Ownership
<p><b>4.8 BUDGET SYSTEMS</b></p> <p><b>Ensure that funds and resources necessary to run elections are appropriately requested, funded, and managed.</b></p>	<ul style="list-style-type: none"> <li>• All Program Managers are trained and participate in budget development.</li> <li>• KCE manages within budgetary constraints.</li> <li>• Schedule ensures timely submission of election expenses to Finance by Program Managers.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• REALS Director</li> <li>• Superintendent of Elections</li> <li>• Administrative Services Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• KCE Program Managers</li> <li>• Technical Services Manager</li> <li>• All other Election Section Staff</li> </ul>

**Action Items**

- Review and establish a budget process that ensures all Program Managers participate in developing and managing budgets.
- Review budget at regular intervals throughout the year to ensure that it is managed to targets and to anticipate and plan new capital and other expenditures.
- Develop and communicate a process and schedule to ensure the timely submission of election expenses to Finance by Program Managers.
- Develop and communicate invoicing guidelines for the jurisdictions.



# STRUCTURE

## Overview

Structure is defined as how people are organized to conduct the core processes KCE uses in carrying out its mission. Structure defines responsibilities and relationships among people, and shapes the allocation of resources to work units within KCE. To be most effective, the staffing structure must be supported by corresponding facilities. This section addresses both components.

## Goals

### 5.1 Roles & Responsibilities:

Align staff roles, responsibilities, and organizational structure to best support the transition to Vote-by-Mail.

### 5.2 Facilities Consolidation:

Optimize the Vote-by-Mail process, procedures, and equipment in the Renton facility. Conduct an efficient move to Renton to minimize disruption to election operations.



## Key Accomplishments: Structure

Key accomplishments in support of Structure for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly by KCE staff.

First Quarter / Second Quarter 2007	Third Quarter 2007
<ul style="list-style-type: none"> <li>• Prepared baseline <i>Organigraphs</i> on January 29, 2007 describing how the KCE organization worked at that point in time as well as highlighting the complexity of the organization and its dependence on effective communication.</li> <li>• A new REALS Director has been appointed by the King County Executive and confirmed by the King County Council.</li> <li>• A new Program Manager in Voter Services has been hired.</li> <li>• Key open positions have been reduced from 11 to 3.</li> <li>• The King County Council approved consolidation of KCE functions into one facility in Renton, and KCE hired a project manager to coordinate the move.</li> </ul>	<p style="text-align: center;">Fourth Quarter 2007</p>

**5. STRUCTURE**

Goals	Benchmarks & Target Dates	Ownership
<p><b>5.1 ROLES &amp; RESPONSIBILITIES</b></p> <p><b>Align staff roles, responsibilities, and organizational structure to best support the transition to Vote-by-Mail.</b></p>	<ul style="list-style-type: none"> <li>• Appropriate % of staff cross-trained within each work unit, reported semi-annually.</li> <li>• Monitor open positions on a monthly basis.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• Superintendent of Elections</li> <li>• REALS Director</li> <li>• KCE Program Managers</li> <li>• Technical Services Manager</li> <li>• Administration Services Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>• Human Resources</li> </ul>

**Action Items**

- Evaluate division of work, reporting relationships, and span of control under the Vote-by-Mail process and facility consolidation to determine any revisions to the KCE structure by April 2008.
- Provide clarity in roles, responsibilities, and expectations as processes are refined in the transition to Vote-by-Mail.
- Align classification specifications with roles and responsibilities.
- Review staffing resources necessary to accomplish work plans:
  - Identify gaps and develop action plans to close the gaps.
  - Report semi-annually on staff resource gap analysis and actions.



**5. STRUCTURE (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>5.2 FACILITIES CONSOLIDATION</b></p> <p>Optimize the Vote-by-Mail process, procedures, and equipment in the Renton facility.</p> <p>Conduct an efficient move to Renton to minimize disruption to election operations.</p>	<ul style="list-style-type: none"> <li>All work groups (except the Election Distribution Center employees) complete the initial move to Renton. (12/31/07)</li> <li>Facilities consolidation completed with all appropriate staff located in Renton. (06/01/08)</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>REALS Director</li> <li>Project Manager – Renton Move</li> <li>Superintendent of Elections</li> <li>KCE Program Managers</li> <li>Technical Services Manager</li> <li>Administrative Services Manager</li> </ul> <p><b>Shared Ownership:</b></p> <ul style="list-style-type: none"> <li>KC Executive</li> <li>KC Council</li> <li>Facilities Management Division</li> <li>UNICCO</li> <li>Development</li> <li>Transition Manager</li> </ul>

**Action Items**

- Plan and conduct an efficient move to Renton to minimize disruption to election operations.
- Evaluate processes, procedures, and equipment in the Renton facility to improve the efficiency of operations by reducing hand-offs between work units.
- Coordinate the moving plan with the Vote-by-Mail transition and the elections schedule.



# ENVIRONMENT

## Overview

The environment is defined as external influences. KCE's environment includes the public, policy-makers, stakeholders, vendors, the media, and new technologies. To be successful, KCE must meet public expectations and requirements, adopt new technologies, and perform well within a changing environment.

## Goals

### 6.1 Oversight:

Support ongoing, independent review of King County Elections.

### 6.2 Legislative Action:

Proactively participate in legislative processes to advocate for legislation promoting the reliability and integrity of the election process.



## Key Accomplishments: Environment

Key accomplishments in support of Environment for the first and second quarters of 2007 are listed below. This format was designed to be updated quarterly by KCE staff.

First Quarter / Second Quarter 2007	Third Quarter 2007
<ul style="list-style-type: none"> <li>• The REALS Director and Program Managers have met deadlines for submissions to the King County Executive, King County Council, and Project Review Board (PRB).</li> <li>• KCE staff developed a process to engage stakeholder groups in the organization improvement process, and in Vote-by-Mail preparation and implementation plans.</li> <li>• KCE Program Managers, Supervisors, and Leads participated in training to enhance their communication and presentation skills.</li> <li>• KCE completed <i>Business Cases</i> for upgrades in ballot tabulation equipment and new technology for ballot tracking and accountability. These important responses support King County Council policy direction on the transition to Vote-by-Mail.</li> </ul>	<p style="text-align: center;">Fourth Quarter 2007</p>





6. ENVIRONMENT		
Goals	Benchmarks & Target Dates	Ownership
<p><b>6.1 OVERSIGHT</b></p> <p><b>Support ongoing, independent review of King County Elections.</b></p>	<ul style="list-style-type: none"> <li>Timely submission of required reports and updates.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>Washington State Government</li> <li>U.S. Department of Justice</li> <li>KC Executive</li> <li>KC Council/CEOC</li> <li>REALS Director</li> </ul>

**Action Items**

- Plan and monitor KCE work to ensure the timely submission of required reports and updates.
  - Ensure that Program Managers and staff know the needs and requirements of Washington State, the U.S. Department of Justice, the King County Executive, and King County Council/CEOC relative to their work.
  - Establish timelines that ensure clear, timely information will be provided to the appropriate oversight parties in ways that support their work.
- Identify ways to communicate clearly about changes and improvements recommended by the Washington Secretary of State, CEOC, and other oversight groups, including ongoing requirements to adapt to changing external conditions.



**6. ENVIRONMENT (continued)**

Goals	Benchmarks & Target Dates	Ownership
<p><b>6.2 LEGISLATIVE ACTION</b></p> <p>Proactively participate in legislative processes to advocate for legislation promoting the reliability and integrity of the election process.</p>	<ul style="list-style-type: none"> <li>▪ Relevant legislation passed to enable Vote-By-Mail to go forward.</li> <li>▪ Tracking and responsiveness to proposed legislation.</li> </ul>	<p><b>Primary Ownership:</b></p> <ul style="list-style-type: none"> <li>• Washington State Secretary of State</li> <li>• U.S. Department of Justice</li> <li>• Washington State Association of County Auditors (WSACA)</li> <li>• KC Executive</li> <li>• REALS Director</li> </ul>

**Action Items**

- The REALS Director and assigned staff will track and respond to proposed legislation that impacts the elections process.
- Keep stakeholders informed of proposed legislation and provide decision makers with information about the impact of pending legislation.
- Work with stakeholders on desirable legislative change.





King County  
Elections

# Organizational Effectiveness Plan Timeline Highlights

