Evidence-Based Management for Accountability

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Topics

• About King County
• Pew-MacArthur Evidence-based Policymaking Framework into PDCA cycle (Management System)
• Implementation Oversight Efforts (Internal Accountability)
• Public Performance Reporting (External Accountability)
• Challenges
About King County

- Largest county in Washington State
- 13th most populous county in the US
- Seattle is the county seat
- Home to 10 Fortune 500 corporations
- Executive priorities: Equity & Social Justice, Climate, Best Run Government
Start with a PDCA Approach...

PLAN
Define what you expect to happened and to do about it

DO
Run the business according to plan

ADJUST
Standardize what works or adjust the plan

CHECK
Consistently compare expected to actual results
...Evidence-Based Policymaking Framework...

Steps in Evidence-Based Policymaking

- **Targeted evaluation**
  Rigorously evaluate programs that lack strong evidence of effectiveness

- **Outcome monitoring**
  Determine whether programs are achieving desired results

- **Program assessment**
  Review evidence of effectiveness of public programs

- **Budget development**
  Incorporate evidence into budget and policy decisions

- **Implementation oversight**
  Ensure programs are effectively delivered

**CHECK**

**PLAN**

**DO**

**CHECK**

Pew-MacArthur Foundations 2014
Evidence-informed decision making concepts courtesy of Carrie Cihak, Chief of Policy, King County
More on Implementation Oversight or “Checking”

Internal Accountability

1. Performance Management System: Tier Boards & Rounding

2. Investment Monitoring Plans
Tier Boards & Rounding

• Integrates Lean thinking and practices using visual management systems
• Focuses on process, output and outcome measures
• Driving performance management deeper into the organization
• Training and coaching in performance measurement and leader standard work

www.kingcounty.gov/tierboards

Adapted from Michael Jacobson, Deputy Director of Performance & Strategy, PSB, King County
Leveraging Technology: Tier Boards into Dashboards

- With IT units, plans to build tier boards as dashboards (Executive through division levels)
- Report “near real-time” data for huddles and roundings
- Establish a data archiving solution
- Initial scoping/approval phase
Investment Monitoring Plans (IMPs)

- *How do we know whether we’re getting value for the investment?*

- Pilot project of 10 investments (2017-2018)
  - Identify 10 budget investments
  - Develop, test, and learn from simple tools (e.g. logic models)
  - Lessons learned will be applied to our processes

- Requirement in 2019-2020 budget cycle
  - 30-40 investments identified
  - Pre-decision conversations:
    - Identify key output or outcome measures
    - Determine a reporting cadence for status checks (e.g. quarterly financial monitoring, executive roundings, budget analyst meetings)

Adapted from Jonathan Swift, Deputy Director of Budget, PSB, King County
Strategic Plan Public Performance Reporting

External Accountability

• Public performance report required by County ordinance (under development)

• Treating report as “Tier 6”:
  • Community indicators
  • Performance measures

• Using business intelligence tools

• Long term option to bring the internal and external together
Challenges

• Change management
  • Securing buy-in throughout enterprise
    • Skepticism – at what point do we “turn the curve?”
    • Shifting priorities – perception of shiny object syndrome
  • Lean transformation – developing leaders who actively use data to identify and solve problems

• Data
  • Ease of and access to data
  • Data quality
    • Data integration and warehousing
    • Data governance
For more information:

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