

Performance & Audit Overview

BART Board of Directors

April 25, 2019



Goal: Support the District's pursuit of World Class through the implementation of a robust business performance management and continuous improvement system.

Strategic Budget Process

Internal Audit

Audits

Whistleblower
Program

Ethics Training
Program

Performance & Innovation

Maturity/
Performance
Assessments

Lean Training
Program and
Advisory Services

Benchmarking/KPIs
and Performance
Measurement

Change Management
Toolkit and Advisory
Services

Data Management

Maturity Assessments: Path to World Class



Framework for assessing BART's current developmental state and identifying desired capabilities to achieve optimal performance.

		Level of Effort	Opportunity	Challenges	Resource Requirements	Estimated Timeframe
Scope of Assessment	Organization Wide	Medium	Highlights strategic strengths, gaps, and risks; input to strategic plan	Very high level, less valuable for practical workplanning	Executive/ AGM Level Staff	~3-4 months (reassess with each strategic plan)
	Departmental/ Functional	High	Identifies specific functional strengths and gaps, and a path/ workplan to maturity	Requires functional expertise to develop suitable models and in-depth data collection to produce reliable results	Dedicated BART staff supplemented by consultant with functional expertise	~6 months or more each
	Process	Low	Narrower focus enables more reliable and direct results, and development of practical workplans	Upfront effort needed to identify target processes and prioritize	Dedicated BART staff (some potentially supplemented with consultant)	~1-2 months each

Maturity Model Levels



Maturity models measure performance on a 1-5 scale moving from chaotic, to predictable, to continuously improving.

1: Reactive/ Ad hoc

- Undocumented processes
- Ad hoc
- Individual heroics

2: Repeatable

- Some documented practices
- Some consistency and controls
- Rudimentary process discipline

3: Integrated

- Established and uniformly applied standard processes
- Processes sufficient for user competence
- Processes validated in range of situations
- Documented practices readily available for audit

4: Sustained

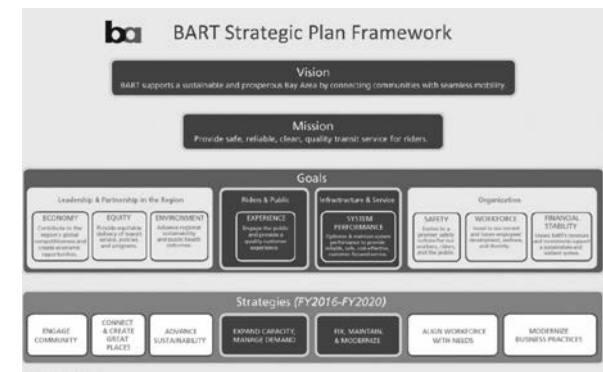
- Metrics and performance standards tracked; QA
- Effective use across multiple environments
- Processes enable regular improvements without impact to quality

5: Optimizing

- Focus on continuous improvement via incremental & innovative tech changes based on best practice

*BART Strategic Plan
drives process
assessment priorities:*

- *Rider Experience*
- *System Performance*



Performance & Audit: Interrelated Workstreams Towards World Class



Continuous Improvement



Risk Mitigation and Performance Improvement Programs

Internal Audit

Ethics Training

Whistleblower Program

Data Academy

Performance & Innovation

Change Management Training

Lean Training