



BRG CONVERSATION GUIDE

Metro North Facilities Videos

Background

Leaders (and team members) at Metro North Facilities recognized that cleaning processes for the more than 1,800 bus shelters across the county lacked standard work to show what “good” looks like. Also, there was no way to measure if 5s level 3 had been achieved or to give consistent feedback.

Ideally transit commuters will experience clean, safe and reliable shelters and any reactive cleaning is completed within 24 hours with a 24/7 cleaning coverage. The team was not meeting the commuters' expectations and didn't have a way to capture everyone's voices, just those that have access to the feedback system. Coverage was mainly during the day shift, Monday to Friday. It was crucial to close the gap between our customers' expectations and the current state, which ensures ridership retainment and growth, while enhancing the perception and experience of safe, clean and reliable facilities.

Goal: All transit routes are maintained at a 5s level 3 standard of cleanliness, and quality control inspections are conducted at least monthly on all routes to measure the level of quality, utilizing standardized cleanliness assessment criteria. Level 3 cleanliness signifies a high level of cleanliness, meeting or exceeding industry standards and customer expectations.

Key Messages

Believe in the wisdom of the “shop floor.” Employees know things leaders don't. By combining the knowledge of all team members, employees we can best serve our customers.

- Part of BRG model is to respect employees, engage, and include in design of solutions. Respecting them is engaging them and having them be part of the implementation and the design of solutions. Everybody's opinions matter and everyone needs to participate. By doing that, we start breaking down resistance.
- Focus on the customer

Advice from Video Participants

- Improvement work takes time, so be patient. Teach. Stay engaged. Do as many gemba walks as possible to really understand your employees' experiences. You need to allow space for that. It's not just about getting it done. How matters.



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- A key thing leaders need to do is establish a culture of listening. Listening to each other and learning from one another is the best way to find solutions that work for as many people as possible.
- As a leader, be curious and focus on the employees' mindset. By understanding how they are thinking, you don't have to focus on problem solving, you just need to think about what questions to ask.

Lead a Conversation

Before sharing the video:

Ask audience to think about specific leadership behaviors. How do the leaders demonstrate BRG thinking?

Think about how these behaviors can be applied to your own leadership practices or team interactions?

Following video:

Which leadership behaviors stood out and why?

How would you apply or have you applied these behaviors in your own teams?

Based on what you've seen, is there anything you can do differently with your own teams?

Would anyone like to share how you've applied these leadership behaviors?

BRG Terms and Concepts

Respect for People: Part of Best-Run Government framework is Respect for People. This emphasizes valuing every team member, empowering them to contribute ideas, and creating a collaborative environment where individuals feel heard and respected.

Involving employees in BRG work is essential because they have valuable insights into both customer needs and how their own work is done. Their input is crucial for identifying inefficiencies and improving our work.

Customer Experience/Focusing on Customer Needs: A Best-Run Government focuses on meeting customer needs. By understanding what the customer values most, we can streamline our services to meet their expectations and deliver a more satisfying experience.



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At King County, customer service, interacting with the public, and building relationships are essential functions in our effort to become a Best-Run Government.

By fostering strong relationships and clear communication, employees can better understand customer needs and expectations, ensuring we can continuously deliver products or services that meet or exceed these needs.

Gemba: Gemba is often referred to as the shop floor. It's the area, or any location where the actual work takes place.

Standard Work: Standard Work refers to documenting and consistently applying the best practices for a specific task or process to achieve efficiency, consistency, and quality. By documenting the current best practice, standard work forms the baseline for continuous improvement. As the standard is improved, the new standard becomes the baseline for further improvements, and so on. Improving standard work is a never-ending process. Standard work elements sometimes include a work sequence, the amount of time the job needs to be done, and the materials needed to do the job.

5s: To make workspaces work better for people, Best-Run Government uses a method called 5S. The five S's are Sort, Set-in-order, Shine, Standardize, and Sustain. Using the 5S method helps teams organize and maintain their workplace in the safest and most efficient manner.

5S-ing a space removes waste and helps teams think through what is needed, how things are used, how they can be stored, and how to create visual cues so the status of equipment and supplies can be easily known. Standardizing and creating visual cues clarify expectations for how a space should look and makes it easy for anyone to find what they need. To sustain the improvements made through 5S, simple systems are developed that help team members maintain the workspace. The 5S method can be used in physical spaces or to organize and maintain computer and network files.

5s Level 3 – Shine: Focuses on cleaning and maintaining the work environment to ensure it's tidy, safe. This results in improved safety by reducing trip hazards and potential accidents, enhanced efficiency by making it easier to find tools and materials, and easier identification of problems and potential issues.



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