



# Best-Run Government Q&A

## What is Best-Run Government (BRG)?

Best-Run Government is our commitment to continuously improve the equity, efficiency, and effectiveness of how King County operates.

## Why is BRG important?

Best-Run Government emphasizes effectiveness by delivering customer value, efficiency by eliminating waste, and accountability by fostering a culture of ownership. By integrating these concepts, King County improves processes, enhances customer satisfaction, and achieves sustainable results.

The aims of Best-Run Government are to inspire employees to use creativity and innovation on the job to better serve our customers; instill equity, racial, and social justice principles in all aspects of our work; and provide flexible, effective solutions that adapt to our ever-changing environment.

## What are the benefits of BRG?

Benefits include:

- Equitable, efficient, and effective services to customers and the community to respond to the region's changing needs while positively impacting the lives of all King County residents.
- Reduced burden of work for employees, who are empowered to innovate and improve the way they do their work.
- Enhanced work culture centered on equity, inclusion, belonging, and respect, where every employee is engaged, experiences trust, and is treated with dignity.
- Increased employee engagement, well-being, belonging, and satisfaction.
- An environment where people closest to the work have the power to solve problems, make decisions, drive for results, and lead the way.



### **What role does leadership play?**

Leadership plays a critical role in supporting and sustaining Best-Run Government practices. Leaders are needed to champion a continuous improvement mindset, communicate effectively, and lead by example. Their commitment to Best-Run Government sets the tone for all of King County. As we move forward, leaders will learn more about how they can support this work.

### **How can I focus on Best-Run Government when I'm already so busy?**

The benefits of continuous improvement and working toward becoming a Best-Run Government far outweigh the time investment required. In fact, this focus can actually save time in the long run. Many people spend more time and energy working around problems than trying to solve them. Continuous improvement methods provide an efficient way to address problems and reduce waste in the way we do our work.

### **We've tried to implement steps toward becoming a Best-Run Government but haven't seen many results. Why should we continue?**

There have been results in pockets of the county. Our work in 2024 will be focused on fostering adoption of our Best-Run Government Management System, change management, delivering results, and identifying roles, responsibilities, and expectations of our key audiences -- Senior Leadership Team, Executive Cabinet, Operations Cabinet, Extended Leadership Team, and Deployment Review Team. This strategic approach aims to enhance both adoption of Best-Run Government and overall outcomes.

### **Isn't King County too large and complex to institute standard work and continuous improvement concepts?**

As leaders learn more about our efforts to become a Best-Run Government, they will see that this transformation can be applied to any organization, regardless of its size or complexity. The key will be to break down processes into smaller, manageable components for improvement instead of tackling what may seem to be unwieldy processes. As a result, you will be equipped to eliminate waste and continuously improve even the most complex work.



### **King County is unique, so how can applying continuous improvement principles that are often associated with manufacturing help?**

Every organization has its own unique challenges and the tools used to become a Best-Run Government are flexible and can be adapted to any type of work. The key is to focus on continuous improvement and waste reduction and apply this to specific challenges we face. We have to keep in mind that we are working to continuously improve equity, efficiency, and effectiveness, so we can realize our True North: Making King County a welcoming community where every person can thrive.

### **We already have good processes in place so why do we need to improve them?**

There is always room for improvement. Even work we feel is equitable, efficient, and effective can be made better with small improvements. Our employees are in the best position to identify areas where small changes can improve their job satisfaction and engagement, as well as improve how we deliver the services that are meaningful to our community.

### **This all seems very overwhelming and, as a leader, I'm not even sure where to start. What guidance and support will I have?**

No single leader will bear the sole responsibility for moving forward continuous improvement work; rather they will receive guidance. Focusing on small steps, we will pace the transformation to a Best-Run Government to ensure we attain the desired results. Essential is the collective understanding and commitment of all leaders to the principles of a Best-Run Government.

### **How will we know when we have achieved the state of being a Best-Run Government?**

Achieving the status of a Best-Run Government is an ongoing journey rather than a final destination. Even if we make significant progress in becoming more efficient, equitable, and effective, there are always new challenges and opportunities for improvement to better serve the needs of our community.

One way we track progress is through the Best-Run Government Road Map (formerly Lean Maturity Model). This model is a tool to help identify improvement opportunities that move the county closer to becoming a Best-Run Government.