Improve Efficiency and Effectiveness in your School District

“No matter how carefully you plan your goals they will never be more than pipe dreams unless you pursue them with gusto.”

W. Clement Stone
APQC: American Productivity & Quality Center

- Houston, Texas; Non-profit 501(c)(3)
- Founded 1977 –
  - Education Group created 11 years ago
- Total Staff: 80; Education Group: 14
- Business Sectors:
  - Healthcare, Financial, Government, Military, Manufacturing, etc.
  - 54 nations and 6 continents
- Education Sector:
  - Over 250 school districts K12
  - State Departments and ESCs/County offices
- APQC Education Advisory Council (25)
- **Mission**: Improve productivity and quality – Transform education
- www.apqceducation.org

Dr. Jack Grayson – Founder, CEO - APQC
Objectives

- Introduce “what” Process and Performance Management is, and “why” it is important
- Provide an overview of the structure of PPM
- Identify actions needed to create the structure and governance systems
- Discuss high level process identification
- Project selection
- How Goose Creek CISD is using PPM
PPM works with *any* organization – Regardless of type, size or geography.
What is Process Management?
Process Management.

Process Management creates a holistic approach which helps organizations create a structure that increases the ability to address efficiencies and effectiveness in a cross-functional, process focused approach to obtain higher levels of performance.
Everything you do is a process!

- 2.1.1.1 Turn off alarm clock
- 2.1.1.2 Pet Dog
- 2.1.1.3 Start coffee
- 2.1.1.4 Get the newspaper
- 2.1.1.5 Go to restroom
- 2.1.1.6 Check e-mail
- 2.1.1.7 Wake up 1st daughter

- 2.2.1.8 Start Breakfast
- 2.2.1.9 Wake up 2nd daughter
- 2.2.1.10 Pack 2 lunches
- 2.2.1.11 Wake up husband
- 2.2.1.12 Serve breakfast
- 2.2.1.13 Get dressed for work
- 2.2.1.14 Get in car; drive to work
A process... is a series of steps whereby one thing (an input) is turned into something else (an output), with the intention of creating value for the customer.

Everything we do all day is a process!
Things to think about...

How many of your key processes are currently documented?

How do you currently use your process documentation?
Process Management

Leadership Council

High Level Process

- Develop, Deliver, & Assess Curriculum
- Design & Manage Operations
- Develop & Manage Human Resources

Gap Analysis:
Difference between where we need to be based on strategies and/or customers’ needs and current performance

- Identify & Prioritize Issues & Approaches
- Set up projects or events
- Provide resources & support

Strategies & Vision

Voice Of the Customer (VOC)

Control Plan

Solutions

Project Team

Workout event
PPM Governance

What is Governance?

Process Management is a structured approach used to understand and monitor the organization from a leadership perspective. In order to accomplish the work of building and maintaining that structure over time, various activities must be accomplished.

The **system** for making process management work is referred to as “governance”.

Governance actions may be guided by goals, policies and procedures, laws, etc.
What’s the Link between PPM & Baldrige?

Baldrige is “what you need”....

PPM is “how you get there”!
All Processes Lead to Student Achievement

- Transportation
- Attendance Tracking
- Student Has to Be in School

- Professional Development
- Hiring and Succession Planning
- Evaluations and Assessments
- Utilizing Substitutes
- Qualified Teacher in Class

- Design Curriculum
- Curriculum Implementation
- Text Book Selection and Ordering
- Aligned Curriculum

- Course Design
- Technology
- Professional Development
- Instruction

- Physical Education
- Playground Design
- Food Services
- Counseling Services
- Library and Research Practices
- Nurse–Health Services
- Nourished–Mind, Body, Spirit

- Purchasing
- Finance
- Budgeting
- Administrative Services

- Safety and Security Practices
- Maintain Equipment and Grounds
- Administrative Activities
- Building or Renovating Schools
- Building and Environment

[Processes to Create and Sustain]
Performance Management
It’s More Than Employee Performance!

By department

By process

By system

By program or project

By team or individual

The organization
Performance — *It’s Not Only Outcomes*

\[ Y = f(X_1, X_2, X_3, \ldots) \]

Outputs \[\rightarrow\] Inputs

Outcomes \[\rightarrow\] Process activities
## Types of Measures

<table>
<thead>
<tr>
<th><strong>INPUT</strong></th>
<th><strong>PROCESS</strong></th>
<th><strong>OUTPUT</strong></th>
<th><strong>OUTCOMES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Measures the quality of the inputs coming into the process</td>
<td>✓ Measures the quality of the work activities (cycle time, defects, rework, delays, etc.)</td>
<td>✓ Measures the quality of the final product or service from a process (cycle time, defects, Yield, etc.)</td>
<td>✓ Measures the result of the entire process with benefits or losses • Costs • AYP • Student Achievement • ROI • Wastes or losses</td>
</tr>
<tr>
<td>✓ Are measured against the “requirements” of the process</td>
<td>✓ Can help ascertain process and employee performance</td>
<td>✓ Can help ascertain performance against customer requirements and organizational goals</td>
<td>✓ Gives customer perspective of results • Timeliness • Responsiveness • Satisfaction</td>
</tr>
</tbody>
</table>

### Leading Indicators

- Measures the quality of the inputs coming into the process
- Are measured against the “requirements” of the process
- Can help ascertain process and employee performance

### Lagging Indicators

- Measures the quality of the final product or service from a process (cycle time, defects, Yield, etc.)
- Can help ascertain performance against customer requirements and organizational goals
- Gives customer perspective of results • Timeliness • Responsiveness • Satisfaction
Scorecards

- More strategically focused
- Not just operational in focus – looks at “big picture”
- Captures performance against customer requirements
- Captures innovation and human capital metrics
Making Scorecards Work for Education

Organized around accomplishing the Mission, Vision and Values of the District, what are the key contributing areas and processes to measure and monitor.

- Students, Parents and Community
- Managing our Financials
- Instructional and Administrative Processes
- Staff Learning and Growth
Dashboards

- Generally department or functionally focused
- Should capture Input, Process and Output measures
- Use data display (charts and graphs) to demonstrate trends and changes over time
- Post dashboards in common areas

Select only key metrics that tell you the most important aspects
Project Selection

Methods for Process Improvement

“If you are patient…and wait long enough…Nothing will happen!”

Garfield The Cat
Process Management

Leadership Council

Strategies & Vision

Gap Analysis:
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High Level Process

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All ideas go through here

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What is a Project?

How would you define a project?

Why does it matter?

A “project” is defined as any set of activities outside of anyone’s “day job”, that are initiated to solve a problem or opportunity in the organization.

Projects have a specified start and stop
Thinking about your organization...

How do you currently identify potential projects?
Project Selection

- One of the most difficult things to do well in Process Management is **project selection**.

- The second is appropriate **scoping** of a project.

*If these aren’t done well – the projects could fail.*
Start with all data and information...
Project Ideas Could Results From:

- Process Management system for gap analysis
- Data on organizational performance
  - Current status vs. goal or target
- An outcome of other projects
  - Root cause analysis
  - Out of scope items for current teams
- Complaints (customers or employees)
- Information gained from mapping processes
- Major shifts in regulations, technology or standards
Goose Creek CISD and the APQC Process and Performance Management (PPM)

Improving Processes for Results and Recognizing Cost Savings
Goose Creek CISD
Process and Performance Management (PPM) Teams

1. Campus Principals
2. Transportation
3. Technology
4. Central Operations
5. Special Programs
Opportunity Statement: We have an opportunity at the secondary level to address inequities in campus master scheduling that occurs with the use of block periods in mathematics and language arts at the junior school level.

Problem Statement: The block period bell schedule at the junior high campuses requires the district to hire almost twice as many mathematics and language arts teachers (122) as social studies and science teachers (65) at the junior school level.

Currently, the five junior schools employ a total of 62 mathematics teachers, 60 language arts teachers, 32 science teachers, and 33 social studies teachers.

Goal Statement: The goal of the project team is to redesign the master schedule to reduce the number of teaching positions required to offer equitable staffing opportunities in all core content areas.
Campus Principals PPM Results

• Saved $4M over a 3-Year Period

• “The process was beneficial to our district. I feel it made us problem solve and determine the outcomes prior to jumping in and implementing something new with no formal process or timeline.” – Janci Alexander, Director of Guidance and Counseling
Problem Statement:
Due to current inefficient transportation parameters, we have (X) number of buses arriving an average of (X) minutes late to our campuses. Furthermore, meeting current parameters exceeds the available resources of the transportation department by (33) Routes, (44) buses and (33) personnel.

Goal Statement
To maximize all available resources using three tier bell schedule, thus reducing our current need for route buses by 11 and personnel by (x).

Opportunity Statement
Data shows that due to certain inefficiencies, 44 buses and 33 personnel are currently needed under present two tier guidelines. We have an opportunity to improve the overall efficiency of our department and provide the ability students to excel through efficient transportation services through a three tier system.
Transportation PPM Results

- Saved $1,207,458 over a 2-Year Period
- “The process mapping helped our department greatly. It provided a better understanding among staff and community about how to transport 13,000 students daily.” – Rick Waltershed, Director of Transportation
Technology PPM Team

Opportunity Statement

• We have an opportunity to redesign the process for evaluating and initiating technology, which will reduce the Total Cost of Ownership (TCO) for technology by an estimated cost of 20%.

Our PPM team will:

✓ Strengthen the process for initiating any new technology,
✓ Standardize technology,
✓ Find the most cost effective solutions, and
✓ Eliminate technologies without return on investment.
Redesign the process for evaluating and initiating technology in the district, which will reduce TCO of technology by an estimated 20%.
Technology PPM Results

• Reduced 13% of the Technology Operating Budget going into 2011-2012

• “The PPM process gave us a vehicle to review our procedures for initiating any new technology. It also highlighted the need to eliminate technologies without return on investment in terms of academic achievement or savings. Lastly it highlighted the value of considering the Total Cost of Ownership.” – Frankie Jackson, Chief Technology Officer
Central Operations PPM Team

Problem Statement

Inconsistent receiving, warehousing and distribution of textbooks, resulting in too many labor hours and expenses.

Goal Statement

Reduce labor by 1,400 labor hours and expenses by $32,000 per year.
Central Operations PPM Results

• The PPM process spawned Organization Restructuring

• “As of August 2011 the program has been placed under the direction of Central Receiving. Implementation has been slowed due to delays at the State level. I believe most of the textbooks have arrived and Central Receiving is processing” – David Moynihan, ARAMARK Assistant Director Child Nutrition
Special Programs PPM Team

• **Opportunity Statement** – We have an opportunity to serve students at the home campus or the closest campus within the high school feeder pattern.

• The project was implemented with Bilingual and Gifted and Talented students moving to their home campuses this year.
Special Programs PPM Results

• Bilingual and Gifted and Talented students now located at their home campuses.

• “Rather than students being transported to schools that offers special programs, the special programs were created at every school. This saved $85,000 in transportation costs. There are also opportunities to increase parent involvement and academic achievement.” – Tom Kelchner, Director of Special Education
DMAIC

A five phased approach for teams to:
- understand the process and the customer
- determine performance issues
- analyze for root causes
- create powerful solutions
- sustain the gains
Why Use It?

RESULTS!

\[ R = Q \times A \]

The quality of the work that goes into the project, the process you use for improvement and the viability of the solution you implement.

The level of buy-in and acceptance for scrutinizing the process, collecting data and implementing a change.
Improve Efficiency and Effectiveness in your School District! - Seminar

Professional Development Workshop:
When - Thursday, October 20, 2011 from 8:30am - 4:00pm CST
Where - TASBO Office located at 2538 South Congress, Austin, TX 78704

TASBO will host a full day workshop to enable school leaders from across Texas the opportunity to dig deeper into Process and Performance Management and provide hands on experience in identifying district projects and beginning the PPM approach towards solving those challenges.

At this full day workshop you will-
- Dig deeper into Process and Performance Management (PPM)
- Practice how to apply high level process management methodology in your district
- Identify key district practices
- Delineate key performance indicators for your work
- Create a system's approach to gathering and using stakeholder input
- Discuss how to select process improvement projects
Questions and Answers

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