



APQC: Predictive Analytics: Delivering on Data Science's Performance Promise

The APQC Process and Performance Conference began with **Dr. Eric Siegel's** presentation on Predictive Analytics. Dr. Siegel's presentation began with the question, "How do we put credibility on a field called predictive analytics?" He then explained Predictive Analytics. **Predictive Analytics** is the power to predict who will click, buy, lie, or die. There is a difference between prediction and forecasting. **Forecast** is scientific and free from intuition and personal bias, whereas **prediction** is subjective and fatalistic in nature. **Forecasting** is an extrapolation of past into the future while **prediction** is judgmental and takes into account changes taking place **in the** future. Predictive analytics is technology that learns from experience (data) to predict the future behavior of individuals in order to drive better decisions.

The Prediction effect: A little prediction goes a long way.

The Data effect: Data is always predictive

Dr. Siegel then explained the difference between causation and correlation

Correlation - items that relate

Causation - one thing causes another

Predictive analytics is the Information Age's latest evolutionary step

Predictive Analytics Take-Aways

Boosts operational effectiveness

Alleviates information overload

Learns from data (modeling)

Dr. Siegel's session helped me review how we look at our data and which items show a correlation and which items show a causation. This ensures that we do not arrive at the incorrect conclusion. Click this [link](#) to view Dr. Siegel's website.



Performance Excellence

Posted by Jennifer Miller, Director of Performance Excellence and Cybersecurity Services

October 6, 2018



Aligning a School System's Many Moving Parts Gateways to Excellence Pathways to Equity

Dr. Jerry Weast presented information regarding school system alignment. I was very inspired by the way he looked at every part of the school system as part of an all encompassing process. Montgomery County Schools (23,000 employees) under the leadership of Dr. Jerry Weast was awarded the Baldrige award. They aligned the acts of improvement and made sure that their goals and measures lined up to focus on the aim of the organization. He reminded us, Baldrige is not a program – it is a way of thinking. When trying to increase efficiencies and effectiveness, you find out that time and money are your enemies.

How did they do it?

- People – people are the power
- Plan – allow the people to do the plan
- Processes – identify the processes - are the people pushing what you want to push?
If not help them learn to push the right things
- Persistence – stick with the plan

Key Questions

- What do the data tell us?
- Where are we missing the mark?
- What do we need to do about it?
- What do your kids want to do? Build a system to help them get there.

Bring all of your employees in and create a plan or call to Action.
“Raising the bar and closing the gap for all children.”

In order to be successful, you must have predictive analytics backed by financial analytics.
Instead of looking at boxes to complete, look at it as a trajectory of success
Don't get caught only preparing your team, make sure you are inspiring your team.

The aims of the organization are your goals and measures. Institute random acts of improvement.



Dr. Jerry Weast

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Posted by Jennifer Miller, Director of Performance Excellence and Cybersecurity Services

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Process Excellence with Business Rules & Decisions

Ronald G Ross presented information regarding process excellence. Ross's work centers around getting better results from processes. He presented several case studies that provided participants a chance to reflect upon their own processes and rules. Ross directed participants to his website www.rulespeak.com. This website provides information to help team members write better procedures and business rules.

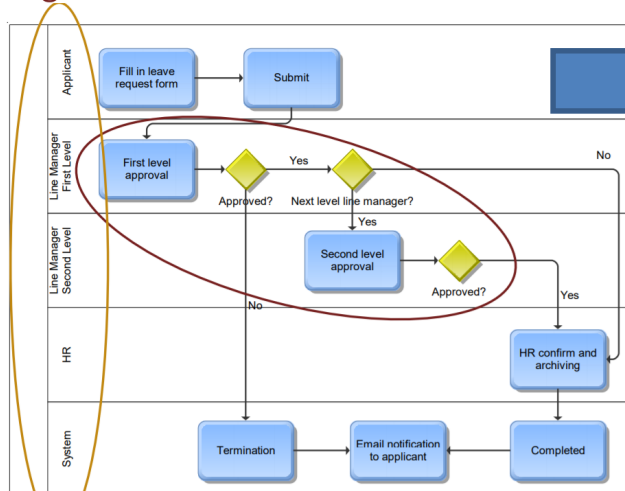
What are business rules?

Criterion used in business operations to guide behavior and make decisions. A business rule shapes your behavior - it is a do or don't. Process has to be smart and fast - customer has to be able to get a decision quickly. Click [here](#) to view his presentation.

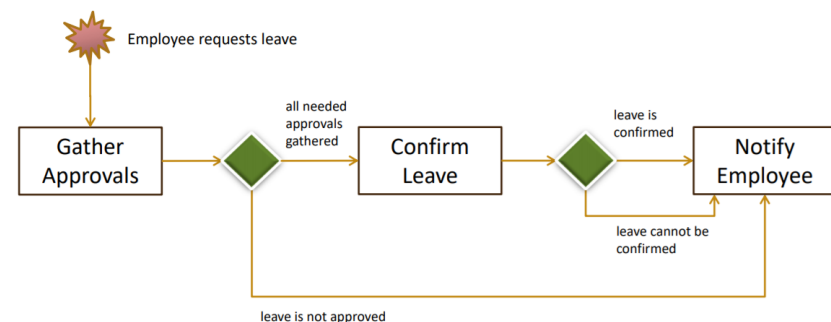
What are the problems with your business processes from a *customer* perspective?

- Poor service quality
- Takes too long to get to an end-result
- Not smart about end-results that should have been relatively obvious early-on
- Disjointed/unpredictable steps or interactions
- Information requests not well-integrated or clear about immediate purpose
- No clear sense of steady progression
- Inconsistent answers to questions
- Interim or end-results cannot be definitively explained or justified

Case Study: Original Version



Case Study: Revised Version



Business Rule:

A leave request must be approved by all the following:

- A line manager.
- An HR administrator if approved by a line manager.



Improving District Performance for a Better Tomorrow

Dr. Scott Muri, Spring Branch Superintendent, presented “Improving District Performance for a Better Tomorrow”. Spring Branch is one of 17 districts in Harris Count. Spring Branch ISD has 35,000 students. Spring Branch ISD focuses on student success even after graduation. Dr. Muri asked participants to think about how educators would have improved the phone. Would it look like the cell phone we have today? We, in education, have a tendency to stick with what we know. Whether it works or not is irrelevant. The key today is reinventing education. Spring Branch ISD works to answer the following question, “How do we make sure that every single kid has a really great day?”

“Your organization is perfectly designed to achieve the results you are achieving.” Edwards Deming Master Planning for Innovation - MPI is a best practice methodology designed to clarify and reflect how an organization performs its work, organizes its information assets, and manages its critical knowledge.

Lessons Learned:

- Definitely recommend that the team that is assembled to work on the project be fully staffed and trained on the needs, expectations, and roles of the team before the process begins.
- Give yourself time to get into the weeds, but keep enough urgency in the conversations to know when to pull back and re-center.

Communication	Curriculum - what will your students learn?	Learning - how will your students learn?	Tools and Support What resources do you need?	Operation how will you run it?
	Standards and curriculum	Pedagogy and instructional strategies	Cost and resource management	Planning and change management
	Options and resources	Student focused culture	Infrastructure and technology	Governance, structure, and roles
	Assessments	Professional learning	Facilities and materials	Implementation and sustainability
Monitoring and continuous improvement				

Performance Excellence



Process Management and Improvement: The Forgotten Component of Organizations' Continuous Improvement Model

Dr. Michael Perich presented a very interesting presentation regarding process management. He reminded participants that you must first identify the whats in the organization. Deming said, 85% of the reasons for failure in organizations are deficiencies in the systems and processes. Because of this it is important that we focus on the process. If you can't describe what you are doing in a process, then there is an issue with your process. Like Achilles, public education has a critical flaw - that flaw is the focus on outcomes and not the process.

Process ambiguity leads to process variability which significantly diminishes process efficiency and effectiveness.

- Process - a series of interrelated and interdependent steps that help an organization achieve a selected goal.
- System - a series of interrelated and interdependent processes that help an organization achieve a selected goal

When developing a system, you must first focus on the task, leading to activities, that lead to processes and then a system. Key work processes are vital to the environment. Standard operating procedures are different from processes. Redundancy must be built into the process for success to occur. Becoming a process-centered organization means that everyone focuses on processes

Influence of the Baldrige Excellence Framework
Approach
Deployment
Learning
Integration

**System
Design and
Improvement**



Dr. Michael Perich

Performance Excellence

Posted by Jennifer Miller, Director of Performance Excellence and Cybersecurity Services

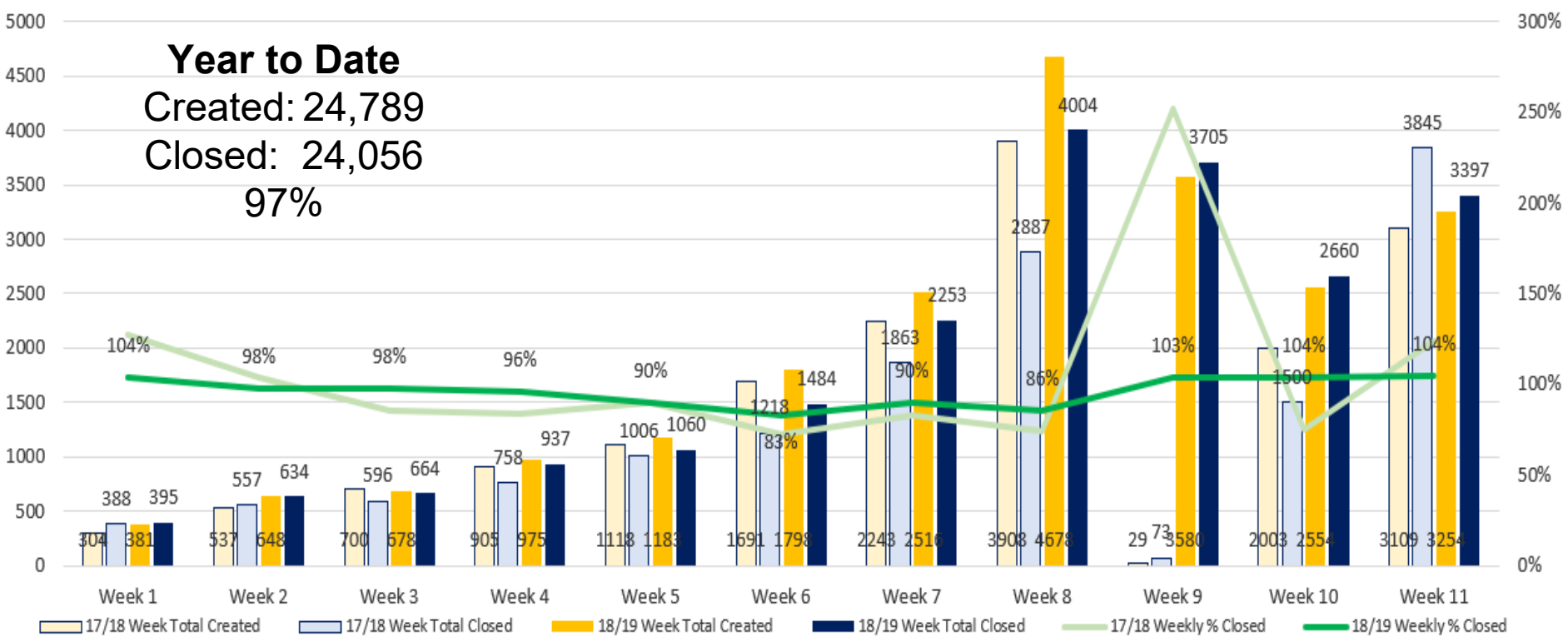
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Service Request Creation and Completion Comparison

2017-18 and 2018-19 Created and Closed Service Request Counts

Year to Date
 Created: 24,789
 Closed: 24,056
 97%



Yearly Comparison

- Created
 - 17-18: 19,239
 - 18-19: 24,789 (29%)
- Closed
 - 17-18: 17,457
 - 18-19: 24,056 (38%)
- % Closed
 - 17-18: 90.7%
 - 18-19: 97%

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Excellence in Action

These team members earned an excellent rating on all surveys received this week. Each technician closed at least 3 service requests this week and earned an excellent rating on all returned surveys. These team members exemplify the Excellence we look forward to providing on all service requests. Congratulations for a job well done!!!

ISC Team Members

- Amanda Medau
- Aaron Widrick
- Tony Rogers

Service Center Technicians

- Robert Hernandez
- Tara Maxwell
- Jose Mendez

Campus Technicians

- Gene Garrett
- Rosemary Hernandez
- Sandra Hoppe
- Holly Kusters
- Darren Lawless
- Bob Rader
- Richard Zelenka

Excellence is not a skill. It is an attitude.

- Ralph Marston



Performance Excellence Weekly Reflection



This week I attended the Process and Performance Management Conference sponsored by the APQC organization. I spent the days reflecting upon the processes we have instituted over the last few years. We continue to streamline and improve all that we do each day. It is good to see that this is a process that others continue to do as well. We are in good company – continuous improvement.

- Jennifer Miller