

## Our Path to First Choice Update No. 10

Team,

Here is Path Note No. 10. A bit long, but I hope this will give you an idea of what we must think about, examine, and what our District's leaders must do for WASD to become the *First Choice* of all stakeholders.

\*\*\*

### Our Path Topic

As explained in last week's topic, a group of administrators learned more about the framework we are using to operate and improve our school district. Over the coming weeks, we will examine the framework, including looking at each of the seven major criterion.

The framework we call *Our Path to First Choice* has been in practice for decades. A group of scientists actually developed it. The purpose was to help organizations improve their service and quality. The automobile industry used this type of approach to improving its product during 1980s in Japan, and then in the US. Today, health care, non-profits, and school systems are using this framework to develop an ongoing improvement system. Many of those organizations use the model to earn the consideration of "World Class". Some organizations use approaches as Six Sigma and ISO strategies to improve, but this framework has been used to help school systems throughout the nation.

Today's topic is going to focus on the first of the seven criteria. Each of the criteria has a set of detailed questions that a performance excellence organization can clearly answer.

The first criteria is *Leadership*. The section holds two major questions. How do your senior leaders lead the organization and how do you govern your organization and fulfill your societal responsibilities? These two questions seem pretty generic, but there are more questions to answer if your organization is performing well. Under the senior leader area, vision, values, and mission are examined. How does your organization set its vision and values? How do your leaders deploy the vision and values through your leadership system, to the workforce, to key suppliers and partners, and to students, other customers, other stakeholders, as appropriate? How do senior leaders' personal actions reflect a commitment to those values? These are a lot of questions to answer, but this is only the beginning.

Other key questions an organization must be able to answer are how do senior leaders' actions demonstrate their commitment to legal and ethical behavior and how do they promote an organizational environment that requires it? Ah, does WASD have processes in place to answer these questions? The answer would be—some. However, there are very few processes to ensure such behavior. In addition, how do senior leaders' actions build an organization that is successful now and in the future? How do they create an environment for the achievement of your mission, improvement of organizational performance, performance leadership, organizational learning, and learning for people in the workforce? Questions about innovation, intelligent risk taking, organizational agility, succession planning and the development of future organizational leaders, creating a workforce culture that delivers a consistently positive experience for students and other customers and that fosters customer engagement all have to be addressed.

When looking at communication and organizational performance, questions as how do senior leaders communicate with and engage the entire workforce, students and other key stakeholders? In those questions you look at how you communicate key decisions and needs for organizational change, how to reinforce high performance and a focus on students, other customers, and student learning by taking a direct role in motivating the workforce, including by participating in reward and recognition programs.

One final group of questions under how leaders lead the organization begins with a focus on action. How do senior leaders create a focus on action that will achieve the organization's mission? An organization must be able to articulate how a focus on action that will improve the organization's performance, achieve innovation

and intelligent risk taking, attain its vision, identify needed actions, create and balance value for students, other customers, and other stakeholders.

Now we have to address the questions for the governance and societal responsibilities—this includes the school board. The three areas of questions an organization must be able to confidently answer are governance system, performance evaluation, and legal and ethical behavior.

Under governance system, an organization must look at how it ensures responsible governance, how it reviews and achieves accountability for senior leaders' actions, accountability for strategic plans, fiscal accountability, transparency in operations, selection of governance board members and disclosure policies, independence and effectiveness of internal and external audits, protection of stakeholder interests, and succession planning for senior leaders.

Under performance evaluation, one must examine how the organization evaluates the performance of senior leaders and the board itself. Other areas that need explored are how the organization uses senior leader performance evaluations to determine executive compensation, advancement of their development and improve both senior leaders own effectiveness as leaders and that of the board and leadership system.

The last areas for study is legal, regulatory, accreditation compliance, ethical behavior, and societal responsibilities. How does the organization anticipate and address public concerns with your education programs and services and your operations? It's important to look at how the organization addresses any adverse societal impacts of the educational programs and services and operations, anticipate public concerns with future programs and services and operations, prepare for these impacts and concerns proactively, including through conservation of natural resources and effective supply-chain management processes. It is also critical to do an examination of key compliance processes, measures, and goals for meeting and surpassing regulatory, legal, and accreditation requirements. An organization must have in place key processes, measures, and goals for addressing risks associated with educational programs and services and operations.

Ethical behavior can be determined by how your organization promotes and ensures ethical behavior in all interactions. Key processes, measures and indicators need to show how ethical behavior is enabled and monitored through the governance structure. It must determine how to monitor and respond to breaches of ethical behavior.

The final segments of these areas is societal responsibilities. Every organization must study how it considers societal well-being and benefit as part of the strategy and daily operations. It must contribute to societal well-being through environmental, social, and economic systems. The societal responsibilities include how it actively supports and strengthens key communities. It needs to know its key communities, how to identify the communities and determine the areas for organizational involvement, including areas that leverage your core competencies (what the organization is good at doing). It also must determine how the senior leaders, together with the workforce, contribute to improving the communities.

There is a great deal about leadership that an organization must be providing in order to be an excellent performer. The above paragraphs gives you a little bit of what must be considered by WASD to become a First Choice school district...just in senior leadership and governance. Over the next few weeks, we will look at Strategy, Customers, Measurement and Analysis, Employees, Operations, and Results. As you have seen so far, there is a lot to this framework. But, nevertheless, it is a worthwhile approach to improving the Waynesboro Area School District.

\*\*\*

#### Franklin County's Transportation Study

- Franklin County is looking at its roads and such to improve transportation in the county. The commissioners have asked us to share the survey with people in our organization. The link below will take you to the survey. <http://www.franklincountyirtp.com/>

### Are We Making Progress Survey

- Last week, the survey results were included in Update 9. This week, attached is a summary or generalization (just my overview) of the results.
- Many of these areas we have started to begin a process or an examination of the issue. However, some will take time to address. Hopefully over time you will see some of these being addressed and improving.
- It is part of the vision to create our own District Report Card that will have our Goals, strategic objectives, targets, and initiatives included so everyone in the district and community can follow our progress. It is a lofty goal, but doable. However, it will take a couple of years to get to that point.

### School Board Meeting

- The Board listened to a presentation about the Occupation Tax by Eric Holtzman. Mr. Holtzman did a good job highlighting the pros and cons of the tax, and providing four options for the Board for their consideration. It is a tax that was useful at one time, but may be more beneficial in another capacity.
- The Board got a first time look at the proposed Leadership Model. They provided feedback on some terminology. They suggested to change “Data-Driven” to “Data Cognizant” or “Data Awareness” to make it a less test-driven perception. It was also suggested to make sure people understand that each step and term are defined through some descriptors to what each step and term of the model mean.
- The Board acted on some personnel items, WAMS change orders, two new policies (202—Eligibility of Non Residents and 203—Immunizations & Communicable Diseases).
- The Budget, Facilities, Policy, and Personnel Committees will be scheduling set meeting times/dates for the rest of the 2017/18 school year.

### Events

- The middle school open house and ribbon cutting will be held on Sunday, November 5<sup>th</sup> from 2 PM to 4 PM. Tours will be available after the ceremony.
- Yesterday, the boys’ soccer team (12<sup>th</sup> seed) played at Ephrata at 5:30PM in their extended season. Once we have the results, we’ll let you know.
- Girls’ soccer team (5<sup>th</sup> seed) played at Wilson at 5:00PM yesterday. Again, once we have the information, we will share.
- Volleyball in the 13<sup>th</sup> seed right now and will play Saturday the 28<sup>th</sup> at 4<sup>th</sup> seed Exeter Township at 1:30PM.
- The varsity football team is in the 7<sup>th</sup> seed right now, but we won’t know until our final game in Mifflin County.
- GASD’s superintendent, Dr. Trail wore the Waynesboro football jersey on Tuesday, the 24<sup>th</sup> since Waynesboro beat GASD in Friday night’s game at Greencastle (27-24 in overtime). Great game!
- A big kudos and thank you to the boys’ varsity football team for a 6-2 season so far and 5-0 in conference record. Plus, beating G-castle and preventing their superintendent from having to wear a Blue Devil’s jersey.

\*\*\*

### Piece of the Puzzle

- This week's Piece of the Puzzle is Aaron Taylor. Mr. Taylor worked with staff, construction team, and so many others to see the middle school addition become a reality. Planning and execution are extremely important to building and opening a new school/wing. Moving the sixth grade to the middle school also takes planning and forethought. A big kudos this week to Aaron Taylor for his leadership with this project. When you see him, congratulate him. 'Way to go, Aaron!

\*\*\*

### Final Thoughts

*If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.* John Quincy Adams

*A leader is one who knows the way, goes the way, and shows the way.* John C. Maxwell

*Leadership is not about titles, positions or flowcharts. It is about one life influencing another.* John C. Maxwell

*Management is doing things right. Leadership is doing the right things.* Peter Drucker

*Leadership is not wielding authority—it is empowering people.* Becky Brodin

\*\*\*

Have a good end of the week.

Tod

Summary of  
Are We Making Progress Survey  
September/2017

#### Observation

The overall responses to the questions of the survey appeared positive. However, there were some themes that reoccurred throughout the written responses. Below are just my interpretation of those themes.

#### Information Purpose

The survey results are being shared with everyone in the organization. The purpose is to be open with the results. The next step is to take the information and start planning for how to improve in the areas. Not all will get addressed right away, but some may take longer than others. Administration will take the information to their retreat next summer to also use as data to set a plan in place.

#### Leadership

- Need better communication
- Need to continue to build trust
- Trust will take time
- Time will tell if things get better

#### Strategy

- Too fast of change happening without thought
- Change to student behaviors not fast enough
- Staff ideas need considered

#### Customers

- Squeakiest wheel gets the oil (my paraphrase)
- Use of the word "Customer" in education
- Waynesboro does it, why not us? Is what we should be focusing on.
- Data collection for satisfaction is a good idea.
- Budget cuts are hurting WASD.
- Decisions by others prevent progress
- I'll hear if customers not happy.

#### Measurement and Analysis

- Communication needs improved
- Guidance on how to use the data is needed
- Feedback/coaching would be helpful
- Resources are always needed
- Some not sure how WASD is doing.
- Some mixed feedback—some have enough information and others don't

### Workforce

- More recognition would help
- Professional development is needed
- Student behavior is a challenge. Help needed in handling it.
- Generally positive
- Feel safe, but still needs addressed to improve for various threats
- When given positive feedback, it helps

### Operations

- Not prepared for an emergency. Training is needed
- Need more technology. Didn't have enough
- Professional development, conferences, supplies, materials are always needed
- Temperature fluctuations. Heat was bad this year in classrooms
- More ESL support needed.
- Always room for improvements
- Textbooks & reading books needed

### Results

- Know little about District finances
- ESL needs
- Heat an issue in classroom
- Love WASD
- Student behavior a very serious concern
- Short staffed