

## Our Path to First Choice No. 15

Everyone,

Here is Path Note No. 15. This update is about us, the employees, our staff, our team...the workforce.

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### Our Path Topic

Category 5 in our ongoing improvement framework for Our Path to First Choice is focused on the Workforce. This is an area that many organizations and businesses do not embrace. Unfortunately, those that don't typically are not considered First Choice nor world class.

As you know, two of our major focus points for the 2017/18 School Year are Communication and People. These two actually can go hand in hand quite often. But, there is a lot to the people end of our objective as an organization.

If we ask ourselves how do we build an effective and supportive workforce environment, what would be your response? Anything about Capability and Capacity?

WASD needs to assess our workforce capability and capacity needs. So, how do we assess the skills, competencies, certifications, and staffing levels we need? Sure we do this through the Pennsylvania Department of Education's evaluation process for teachers and administrators. But, is that it? What about our other team members?

When looking at new workforce members, we need to figure out how we recruit, hire, place, and retain new workforce members. The District needs to understand how it ensures its workforce represents the diverse ideas, cultures, and thinking of our hiring and student community.

We also need to prepare our workforce for changing capability and capacity needs. We need to know how we manage our workforce, its needs, and our organization's needs to make sure of continuity, prevent workforce reductions, and minimize the impact of such reductions, if it becomes necessary. And, it seems like there are plenty of Opportunities for Improvement (OFIs) in this area.

Change Management is an area many organizations do not address. We need to know how we prepare our workforce for changing capability and capacity needs. We need to manage our workforce, its needs, and the organization's needs to ensure continuity, prevent workforce reductions, and minimize the impact of such reductions. We need to be prepared for and manage periods of workforce growth and prepare the workforce for changes in organizational structure and work systems if they occur. If you recall, organizations that can do that have good organizational "agility"—the capability of adapting to external and internal changes.

Let's talk about one more area this week. The area is workforce climate. WASD needs to ensure workplace health, security, and accessibility for the workforce. We need to understand our Performance Measures and improvement Goals for the workplace environmental factors. For our different workplace environments, we need to know what our significant differences are in these factors and the Performance Measures or targets. If one of our Performance Measures is improving safety of our employees in the cafeteria area, we need to set goals and measure our improvement in that area. If we improve, we are improving the climate in our workplace. If safety gets worse, our climate is getting worse.

One additional area to think about is workforce benefits and policies. We need to be able to understand how we support our workforce via services, benefits, and policies. We need to be able to tailor these to the needs of a diverse workforce and different workforce groups and segments. We need to understand the key benefits we offer the workforce.

Our employees are certainly the main focus of this part of our framework, but volunteers for WASD are also part of our workforce. They are just not paid.

There is so much more to discuss in this area, we will continue our focus on the employee or Workforce in next week's Update. Next week will look at how we engage our workforce to achieve a high-performance work

environment. We'll look at organizational culture, drivers of engagement, assessment of engagement, performance management, workforce and leader development, learning and development, and career progression (succession planning as an example).

Thanks for hanging in there with the past months update topics. Once we get through the seven criteria areas, we will move on to other topics like Innovation, Root Cause Analysis, and much more.

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### Board Meeting

There was a board meeting held last night on Tuesday, November 28<sup>th</sup>. There is one coming up on December 5<sup>th</sup> (Board Reorganization). Last night's meeting agenda involved a student issue and the approval of a Middle School Dean of Students job description. Some other personnel matters were approved, but, other than that, it was a meeting that ended by 8 PM.

### Review for You

- What is WASD's Vision statement (where are we going)?

### Events

- Concert Season—
  - Fairview (6:30PM) and Hooverville (7PM) Elementary Schools Winter Concerts are on December 5<sup>th</sup>.
  - Mowrey and Summitview Elementary Schools Winter Concerts are held on December 7<sup>th</sup> at 7PM. Summitview's is held in the Middle School Auditorium.
  - The High School Winter Concert is being held on Sunday, December 17<sup>th</sup> at 2 PM in the HS Auditorium.
  - The MS Holiday Concert will be held on December 19<sup>th</sup> at 7 PM.

### Piece of the Puzzle

- This week's Piece of the Puzzle is Brian McCleaf. Although Brian is a vendor or contractor, his service is also somewhat of a partnership and collaborator. During the Veterans Day Program at Summitview, which is held at the high school, Brian offered back-up transportation in the event it rained on Thursday. With the rain and cold, the program was held and everyone was very appreciative of his willingness to help out at the last minute. It is also our understanding that he did it free of charge. 'Way to go, Brian. Thank you for being part of the WASD Family! When you see Brian, let him know that he is the Piece of the Puzzle this week!

### Review Answers

- WASD's Vision statement is made up of several parts. Summarized, the WASD Vision is to provide students with educational opportunities, for students to think critically, problem solve, accept responsibility, and demand exemplary citizenship, to connect school to career, and prepare graduates for success.
  - A couple of thoughts about our Vision. It is a great vision, but are we measuring our success for reaching the vision? What are our exact targets we are trying to reach in those areas? How do we know our students think critically, problem solve, accept responsibility, and are exemplary citizens? Will First Choice connect school to career and prepare students for success? If it does, how do we know? What should we measure? Should we have a target of 95% of our graduates getting their first choice?

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## Final Thoughts

- *Culture eats strategy for breakfast.*—Peter Drucker
- *The growth and development of people is the highest calling of leadership.*—Aristotle
- *Leaders should influence others in such a way that it builds people up, encourages and educates them so they can duplicate this attitude in others.*—Bob Goshen
- *A workplace filled with and driven by employees with positive attitudes—vibrates continually to the tune of service excellence and passionate team success.*—Ty Howard
- *People often say that motivation doesn't last. Well, neither does bathing—That's why we recommend it daily.*—Zig Ziglar

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Have a great rest of the week. It is a still a short one due to the holiday.  
Tod