

## Our Path to First Choice No. 18

Everyone,

Here is Path Note No. 18.

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### Our Path Topic

Let's continue our look at Operations. There are still significant areas we need to examine. As we continue, we need to know how we ensure effective management of our operations. That is our topic this week. In late January, the topics should be less "deep"!!

When looking at Process Efficiency and Effectiveness, we need to ask these questions: How do we control the overall costs of our operations? How do we incorporate cycle time, productivity, and other efficiency and effectiveness factors into our work processes? How do we prevent errors and rework? How do we minimize the costs of inspections, tests, and process or performance audits, as appropriate; and yet balance the need for cost control with the needs of our students and other customers and stakeholders? We need to understand how often we review, monitor and update things. Are we measuring those processes?

What about Supply-Chain Management? In schools, our supply chain is our product for students, parents, community, and, maybe, our employees. A supply chain is basically a sequence of processes involved in the production and distribution of a commodity. Learning and achievement is certainly one of ours, but we do things for our employees, and we also have heating/cooling, supplies and so much more we do internally that we need to be aware of our success or OFIs. How we decide and select a text has to do with a supplier. The food supplies for our cafeterias and our bus contractors are also part of our supplier information. We need to understand how we select suppliers and ensure that they are qualified and positioned to not only meet operational needs but also enhance our performance and our students' and customers' satisfaction. If a supplier is performing poorly, what do we do? How do we handle those situations? We need to know how we measure and evaluate our suppliers' performance. How do we provide feedback to our suppliers to help them improve?

Safety and Security is one of our WASD Values. It is key to any school. It is first and foremost the leading concern of any school district. With that in mind, how do we provide a safe operating environment? How does our safety system address accident prevention, inspection, root cause analysis of failures, and recovery?

WASD needs to examine its Emergency Preparedness as it has over the last couple of years. But, can we answer these questions? How do we ensure that our organization is prepared for disasters or emergencies? How does our disaster and emergency preparedness system consider prevention, continuity of operations, and recovery? How does our disaster and emergency preparedness system take our reliance on suppliers and partners into account? Disasters and emergencies might be related to weather, utilities, security, or a national emergency. The extent to which we prepare for disasters or emergencies will depend on WASD's environment and its sensitivity to disruptions of operations. Emergency considerations related to our information technology also has to be considered, in order for us to be prepared.

This week's topic is a little shorter, but still is important to a good organization. When we return in January, we will start to explore the final criteria area of our framework for ongoing improvement. That area is Results. We'll look at Student Learning and Process Results and Customer-Focused Results. So, stay tuned. Much more to come as we work Our long Path to First Choice.

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## Review for You

- What is WASD's Leadership Model?

## Events

- The schools' winter concerts are over. I attended half and Dr. Sterner-Hine attended the other half. The students did a super job. Kudos to them and their teachers/directors.
- Winter Break—December 25-January 2.
- The Budget Committee of the Board met yesterday. The Board received an overview of the current status for the 2018/19 proposed budget. It is a long way from being completed. The Board has to adopt a preliminary budget by the end of January if they are staying within the "Index" or cost of living increase. The committee will recommend staying within the "Index" to the rest of the Board. The presentation will be placed on the District website.
- A big congratulations to the Music Department. The WASHS Chamber Choir has been invited to participate in a Women Composers concert at Carnegie Hall in New York City. Our students and director, Matt Levine, will have the honor to perform on one of the world's most famous stages in February of 2019. Congratulations!!

## Piece of the Puzzle

- This week's Piece of the Puzzle is a group of our WASD team members. These folks have worked on financial transactions that when combined, create the financial records that our District reports each year to the Pennsylvania Department of Education. That report is the culmination of our financial activity for the entire year, and becomes the basis from which the bond rating companies evaluate us, and how our internal and external customers perceive the financial health of our District. Thanks to them, the 2016-17 AFR (Annual Financial Report) is nearing completion, satisfying our legal obligations to report this information in a timely and accurate manner. Our Pieces of the Puzzles are Linda Fleishman, Susan Patterson, Jane Helman, Donna Tureax, Malissa Baer, Rebecca Hess, and Ruth Helman. If you see or talk to these folks, congratulate them for being Pieces of the Puzzle!

## Review Answers

- WASD's Leadership Model is the common thread for approaching ongoing improvement in our organization. It is a road map or a set of directions for how to continuously improve. It can be used as a District, school, department, grade level, or classroom. Typically, the Leadership Model is used at the highest level; whether leaders of an organization, leaders of a department, or leaders of a classroom. Leaders do not just have to be administrators.

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## Final Thoughts

- *Efficiency is the foundation of survival. Effectiveness is the foundation of success.*—John C. Maxwell.
- *Efficiency is doing things right. Effectiveness is doing the right things.*—Peter Drucker
- *You think effectiveness with people, and efficiency with things.*—Stephen Covey
- *Being efficient without regard to effectiveness is the default mode of the universe.*—Tim Ferriss

- *It's not what you do; it's why you do it.*—Brene Brown
- *Management is making an effective and efficient system in the short run. Leadership is making an effective and efficient system in the long run.*—Lex Sisney

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Have a great rest of the week. Have a wonderful holiday, Merry Christmas and a Happy New Year. Enjoy your time away, and recharge. You do so much for our students, you deserve the break. Take care!

Tod