

## Our Path to First Choice No. 32

Everyone,

Here is Path Note No. 32. Hopefully, you had a great holiday weekend. Welcome back. I'm taking votes for spring to finally arrive!!

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### Our Path Topic

This week let's look at various continuous performance improvement processes. We have discussed a number already, but there are more.

ADLI, PDCA/PDSA Plan—define the problem and develop a plan, put into action, measure the success of the plan and process, and make needed changes and updates and act upon.

Improvement process—Define Goal, Select Balanced Team, Identify Champion & Management Process, Obtain Current Data, research Root Causes, Brainstorm Improvements, Identify Barriers to Success, and Plan Implementation, and Refine/Continue Improvement.

Another comes from the Six Sigma approach. Define, Measure, Analyze, Improve, and Monitor.

What is LEAN Improvement? Lean is a continuous improvement methodology focused on managing processes, and improving them by compressing time, rather than sweating assets. Every business is a collection of processes—primary processes that create value and secondary processes that support them (office and administrative functions). Processes are sequences of steps that must be carried out to create value for customers and managed as a whole, not separately. Becoming Lean is about determining capacity and customer demand, learning to identify waste, work to demand and eliminate disruptions and abnormalities, improving flow and shortening lead-time, aggressively eliminating remaining waste, and mapping the process.

The Balance Approach is Do It Fast (Productivity and responsiveness), Do It Right (Quality and Customer Satisfaction), Do It On Time (Predictability), and Keep Doing It (Employee Satisfaction).

Sustainability—Strategic Focus (Refine and commit to strategy), Assessment (Audit measures, Develop new measures, Apply new measures, and Analyze and report), Change Planning and Implementation (Implement improvement plans), and Continuous Improvement (Track metrics, Continuous improvement—continue to use your report card for improvement signs).

Another Performance Improvement Process focuses on Get and Maintain Stakeholder Agreement, Consider Institutional Context (Mission, Goals, Strategies and Culture, and Client and Community Perspectives), Define Desired Performance/Gap/Describe Actual Performance, Find Root Cause (Why does the gap exist?), Select Interventions (What can be done to fix the cause of the gap?), Implement Interventions, and Monitor and Evaluate Performance. Then, you return back to describing actual performance.

BPI is the Business Process Improvements approach. Define the Process, Map the Process, Define the Process Measures, Set Process Targets, Analyze the Process, Improve the Process, and Manage the Processes.

One final approach is the Continuous Improvement Cycle. Analysis & Understanding, Modeling & Planning, Decisive Action, and Key Metrics & Reporting.

Although ADLI and PDCA have been discussed here in more detail in the past, there are other tools that can be used to help use improve. The bottom line is that we cannot stand still. We need to keep learning more about how we can improve. Using these tools can make it a little easier.

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#### Review for You

- Has WASD done anything this year to improve security in our schools?

#### Events

- Testing coming up next week.
- Franklin County Science Fair this Friday and Saturday at WAMS. This is the first time it's been held outside of Chambersburg.
- School Board Meeting—Tuesday, April 10<sup>th</sup> at 7PM.

#### Piece of the Puzzle

- A couple of weeks ago, we had a tough weather day while in school. Our kids got home safely that day. That wouldn't have happened without our bus drivers. This week's Pieces of the Puzzle are our WASD's D & S, Heck-Meyers, and McCleaf drivers. Let's all congratulate and thank them for a job well done. If you see any of them, let them know that they are WASD's Piece of the Puzzle this week.

#### Review Answers

- Yes, but, of course, it is realistically never enough. This year, WASD completed the overall plan for school security. In addition, WASD applied and received a Safe Schools Grant which paid for additional cameras and other security devices. ALICE training and a video were put in place this year with plans to expand the trainings over the next few years. The Safety Committee (Required by the State) expanded from only reviewing workplace safety and chemical safety to establishing a stakeholder group that reviews our building security and safety. A process for ongoing review and improvement is being established to help make our schools more secure. More is being done, but this is a start.

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#### Final Thoughts

- *The biggest room in the world is the room for improvement.*—Helmut Schmidt
- *Strive for continuous improvement instead of perfection.*—Kim Collins
- *Continuous improvement is better than delayed perfection.*—Mark Twain
- *Continuous improvement implies that all employees must not let themselves become complacent about the status quo, but put forth their best ideas and efforts to seek greater added-value. In accordance with the second principle, 'Respect for People', Toyota respects all stakeholders and believes that the success of its business is created by individual efforts and growth.*—Toyota, 2010.

- *Improvement begins with I.*—Arnold H. Glaslow.
- *Continuous Improvement should be about answering questions, rather than checking off goals. The questions we ask are often more important than completing the school improvement plan.*—Steven Weber.
- *Without continual growth and progress, such words as improvement, achievement and success have no meaning.*—Ben Franklin.

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Have a great rest of the week. Take care!  
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