Everyone,

Here is Update No. 6. It's been a beautiful week, but the cool air is coming back. Fall will be in the air!

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Our Path Topic

This week, let's look at Performance Excellence. In our direction as a district, WASD is slowly implementing a performance excellence framework. So, what is it? Here's a technical definition: "an integrated approach to organizational performance management that results in delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability. Improvement of overall organizational effectiveness and capabilities.

Performance excellence is operating better, but it is also maximizing your organization's full potential by achieving its goals. For WASD, it is satisfying our parents and community, and having our workforce empowered and fully engaged to deliver an exceptional product for our students. It is customer satisfaction, employee satisfaction and operational excellence.

It is ongoing improvement. When you believe you are great, you are not great enough. You keep working to get better…over and over. There are various approaches to performance excellence like Lean QCD, Six Sigma, and the Baldrige Framework.

There are many tools in the performance excellence toolbox. One such tool that we will discuss and use more over time is Plan-Do-Check-Act (PDCA). Two other tools are ADLI and LeTCI. These three tools we will discuss here today. There are many other tools that we will discuss in the future, and they are known as the 7 basic Quality Control tools. Those include: Pareto Charts, Cause & Effect Diagrams, Graphs & Control Charts, Check Sheets, Histograms, Scatter Diagrams, and Stratification. There are also other tools as root cause analysis, decision-making processes, process design and so many more.

For our purpose here in this update, we will focus on PDCA, ADLI and LeTCI. These are a number of acronyms with a lot of letters, but good tools for ongoing improvement.

PDCA (Plan-Do-Check-Act) is used by many good organizations around the country for ongoing improvement. The tool is somewhat easy to use. If you are developing an approach or a program, you are developing a system or set of processes. Perhaps just one process. Nevertheless, PDCA can be very effective in developing such systems or processes.

P=Plan—this step you develop your approach or plan of what you want to accomplish. Maybe it is an attendance process or an approach to reading. Whatever it may be, you need a Plan.

Second, **D=Do**—this step means you put it into action. This is where you have to decide how to put it into action. How will you implement this plan? How will you communicate it? Who do you need to

make sure gets communication about the plan? Will everyone who is involved with the plan know what is expected? Is there training involved? All of these questions pertain to the "Do".

C=Check—this step is to take status. How is the plan or process working? You need to have data. During your development of the plan, you need to decide how you are going to measure the plan and what to measure in order to determine whether or not the plan is working. We need to *Manage by Fact.* Also, measuring the process of the system or plan is critical. If you are doing a plan for attendance, you not only need to know how many students are absent compared to before, but you need to measure the number of letters that go out, number of parent meetings and so on to measure the process. Checking can occur annually or every six months. In some cases, it might be more frequently, or every other year. If a process is only used every five years, you probably don't need to review it annually. The bottom line is: If you don't fix the process, the results aren't likely going to change.

A=Act—this final step is acting upon your checking step. Basically, this is the following through of the changes made during the Checking step. After checking data and other information to see what changes or updates need to be made, it would be time to Act upon those changes or updates.

Over time, I hope to share some examples of WASD using **PDCA**. In the meantime, give it a try in your own area of work.

ADLI (Approach-Deployment-Learning-Integration). **ADLI** is used to evaluate your plan, system or process. It is very much like PDCA, but it helps evaluate how well you designed your plan.

A=Approach—this step evaluates the approach you're taking. Is the plan addressing the purpose it was designed to accomplish? Do you have a systematic approach? If there are multiple requirements of the approach, are they evident?

D=Deployment—this step evaluates how well you communicated or deployed the new plan, system or process. Is the plan fully deployed? Are there significant weaknesses or gaps in any areas or work units? If you develop a new grading system, have you communicated and trained your staff, your school board, your administrators and, particularly, your parents and students on the new system?

L=Learning—learning is the step you find out if you've set up a process for evaluation in an ongoing manner. Is there a system or process for collecting data? How are you collecting data or feedback in order to determine whether or not the plan is working? Is there a fact-based, systematic evaluation and improvement and organizational learning through sharing, are evident throughout the organization?

The last step is **I=Integration**—this step evaluates whether or not the approach is well integrated with your current and future organizational needs. If WASD is putting together a plan for re-establishing attendance areas for the elementary schools, the plan better integrate with the registration process and transportation. So many systems and processes do integrate, but we tend to forget to look at the other systems when we are planning a particular one.

Some organizations use **ADLI** instead of **PDCA**, but it really is more of a way to evaluate your plan/system/process after the fact. Nevertheless, if this tool can be of any help to what you do, use it. It really makes a lot of sense.

Last, but not least, is **LeTCI**. **LeTCI** (Levels-Trends-Comparisons-Integration) is a way to look at the results the organization is getting. It is a way to evaluate the results of your plan, system or process.

Le=Levels—when looking at the results of your measuring process or end result/bottom line, look at the **Levels**. What Level are your results or scores? Are your results at the **Level** you expected or targeted?

T=Trends—look for **Trends** in your results. Are you seeing an improvement in test scores? That is a very popular Trend monitoring. Are you seeing an improvement in number of letters notifying parents that their child has 3 illegal days? Is the District buying more ceiling tiles than before? Is that due to water stains, vandalism or just a bad product? Your **Trend** results may help you realize there may be a problem.

C=Comparisons—it is also important to compare results. You can **Compare** school districts, schools, etc. This can provide information that may help in determining what results others are getting.

The last results evaluation is **I=Integration**—realizing how one result may integrate with another result can be helpful. Again, if you look at the results of students and registrations in an attendance area of the school district, you can start to look at the results in housing development in that area of the community. In addition, it will integrate with your transportation and registration results. If you can look at your results and search for the **Integrations**, you will have a much better opportunity to understand the various issues at hand.

LeTCI is a tool for looking at your results. It is a tool to help you understand and prepare more confidently as you work to be more performance excellent.

PDCA, **ADLI** and **LeTCI** are all good tools that are part of ongoing improvement. And ongoing improvement is Performance Excellence. It really is common sense, and not rocket science. However, it is science. A number of the Performance Excellence frameworks have been developed by scientists. It does make sense. Scientists are searching for assurances, for being accurate and for process and systems. So, those of you who are science teachers, yes, this may not be something new to you, but organizations, like schools, are not as used to practicing these good strategies and using these effective tools in improving what we do.

Over time, I hope to expand on these and provide more examples of the use of these tools in WASD. If you start to use some of them, please let me know. I want to share them.

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Reminder
There is another survey out. It asked a few questions in Leadership, Strategy, Customer Relations, Measurement/Analysis, Workforce Relations, Operations and Results. This survey is longer than the

First Day of School Survey, but it is also much more involved. It will give us something to measure ourselves by each year. The survey was deployed on September 20th, and we plan to end the survey on the 29th by 4PM. The survey will also run in the spring. After that, you'll only receive the survey in the spring of each year. Your feedback is important, so your time to take the survey is appreciated. Hopefully, the questions on the survey will provide you with a sense of what we hope to learn from the survey results. There is always some hesitance by staff to complete surveys due to various concerns. That is understandable, but we hope to rest the concerns and improve the participation over time. We really want to use the data to help WASD improve.

This Week's Events
- There was a school board meeting on Tuesday night.
    - A change in the District Calendar.
        - Last Day of School—partial day for students. Early Dismissal—
            - 10 AM Secondary
            - 11:30 AM Elementary
            - There will be a Celebration Day with all staff. Details TBA.
    - YMCA After-School Program facility use agreement approved.
    - Board discussed various issues as special education, the School Environment Initiative (and dealing with bullying), and Adoption of Formal Policy Regarding Student Discipline.
    - Former Board Member Pat Heefner received her bell and recognized for her service.
    - Board discussed creating Student Discipline, Policy, and Personnel committees.

- Attached is information on upcoming Get Fit Now classes sponsored by Summit Health. Join this program to help develop a healthier lifestyle by using a combination of FitBit technology and supportive group sessions where you will learn strategies to help you improve your health.

    Classes are being held in Chambersburg and Waynesboro. Two sessions are being offered at each location; one during the day from 12:00 – 1:00 pm and one in the evening from 5:00 – 6:00 pm. Please see the attached flyers for dates and times of each session. Registration is available online by visiting SummitHealth.org/GetFitNow or by calling 717-262-4472.

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Piece of the Puzzle This week we are recommending Jason Cornell as the Piece of the Puzzle. A big thank you to Jason for stepping up to the plate this past week in Nic's absence. Jason problem solved several

technology issues, reworked building schedules, attended the WASD admin meeting, and the WASD School Board Meeting. He came early to the meeting to help board members with their technology and Team Drive access. Jason is patient and gracious. He maintains his composure and dignity in trying situations. We appreciate your proactive and kind approach! Thanks, Jason!

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Final Thoughts

Society exists only as a mental concept; in the real world there are only individuals—Oscar Wilde

A society grows great when old people plant trees whose shade they know they shall never sit in—Greek Proverb

Good schools, like good societies and good families, celebrate and cherish diversity—Deborah Meier

All that is valuable in human society depends upon the opportunity for development accorded the individual—Albert Einstein

***Neither the life of an individual nor the history of a society can be understood with understanding both*—C. Wright Mills. This particular quote is one that rings so clearly to me. Those that have served the WASD, no matter what job he/she did, had a clear contribution. If we are to improve as an organization, we must continue to remain close to those that have served our organization.

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Thanks for all you do every day. Education is one of the great building blocks of a great society. You are participating in building that society.

Have a great rest of the week!
Tod